

Company registration number: 07962125

Charity registration number: 1148238

Breakthrough - Transformation Trust

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 August 2025



Breakthrough - Transformation Trust

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Breakthrough - Transformation Trust

Reference and Administrative Details

Trustees	Deborah Dugdall (resigned 21 January 2026) Jose Luis De Silva (resigned 23 October 2024) J D Angus Dugdall Philip Reynolds (resigned on 24 September 2025) Simeon Bale Paul Leather Joel Maximillian Sparky Cole Sutton (appointed 10 November 2025) Timothy Simon Beardsmore (appointed 26 November 2025)
Charity Registration Number	1148238
Company Registration Number	07962125
Registered Office	The charity is incorporated in England & Wales. Cannamore House Avonwick South Brent Devon TQ10 9HA
Auditor	Westcotts (SW) LLP Tallford House 38 Walliscote Road Weston-super-Mare Somerset BS23 1LP

Breakthrough - Transformation Trust

Trustees' Report

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements and auditors' report of the charitable company for the year ended 31 August 2025.

Objectives and activities

Public benefit

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Structure, governance and management

Constitution

The charity (Number 1148238) is a company limited by guarantee (Number 07962125), incorporated on 23rd February 2012 and is governed by its Memorandum and Articles of Association. It is administered and led by a Board of Trustees, details of which are given on page 1.

Method of appointment of election of trustees

The management of the charity is the responsibility of the Trustees, who are elected and co-opted under the terms of the Memorandum and Articles of Association.

Trustees are appointed to the Board of Trustees by an open recruitment process, inviting applications with appropriate skills, experience and/or qualifications. The successful applicants are invited to formal Interview in accordance with the Safer Recruitment procedures, (this is applied to all voluntary as well as paid positions within the organisation) with the Trustees prior to their appointment at a Board Meeting.

Policies adopted for the induction and training of trustees

All new and existing Trustees complete annual training in accordance with the Policies.

All newly appointed Trustees meet with the Trustees and are introduced to the Centres of Operation. They meet with staff and are given a reading list of relevant documentation, policies, systems and procedures. There is an expectation that Trustees will, where possible, visit centres to meet with staff and students, to do learning walks and to check on records and documentation.

Organisational structure and decision making

The Board of Trustees are responsible for agreeing the strategic direction of the organisation, ratifying policy and ensuring compliance with internal governance and external regulations and legislation.

The Board of Trustees convenes regularly and, where required, for extraordinary meetings.

Day-to-day management of the organisation is delegated to the Chief Executive and thereafter to the Executive Team. The Executive Team is defined as the Chief Operating Officer, and the Finance Manager.

The charity operates out of three centres in South Devon and also works in the community using public buildings, and where there is need, for example, where a student is confined to their home for reasons of physical disability, or mental health challenges, makes appropriately safeguarded outreach visits to the learner's home.

Breakthrough - Transformation Trust

Trustees' Report

Health and safety

Health and Safety (H & S) is a top priority at Breakthrough - Transformation Trust. The Chief Operating Officer who reports to the Chief Executive Officer, oversees and supports the Health and Safety Representatives on each site and in all activities. H & S is externally supported by an Independent H&S Professional who visits centres in person. We also have daily access to expert advice through our purchased plan with Peninsula Health and Safety Service.

Safeguarding

As an organisation, Breakthrough- Transformation Trust takes its duty to safeguard all in its care to the highest possible standards.

Safeguarding is overseen by the Designated Safeguarding Lead (DSL), who is also the Strategic Lead for Special Education Needs and Disabilities (SEND), for the organisation. Each of the 3 college centres has an appointed Deputy DSL, and SEND Support. The organisation trains all staff including new recruits, to Group 2 Level in Safeguarding, during induction and refreshing annually. In addition, they all train in Keeping Children Safe in Education (KCSIE), Prevent Strategy and Female Genital Mutilation. There has customarily been a group of 5 staff including one trustee, who have been trained to Group 3 Level in Safeguarding.

The organisation continues to outsource its Safeguarding audits to a specialist team in the Local Authority. This occurs every 3 years. The last audit was performed during the Spring term 2025. The report concluded that at each centre, as well as within central management, the level of safeguarding was very good. There was acknowledgement of the rigour and accuracy which the Designated Safeguarding Lead and their team had carried out their duties.

Therapeutic Interventions and Mental Health

Each student comes to Breakthrough because their needs can effectively be met only with a bespoke approach which is specifically moulded to their individual presentation. Trauma, cognitive neuropsychological, sensory and complex diagnoses require a high level of expertise not only among the therapeutic professionals but also by those who teach and work with students. It is important that our students are put on individualised programmes which equip them with skills so that they can effectively access their working memory in order to learn. Thus, Mental Health Counselling, Speech and Language Therapy and Occupational Therapy are part of the service provided and all staff receive ongoing training and development.

Breakthrough - Transformation Trust

Trustees' Report

Section 41 Registration

On 1st September 2023 Breakthrough became a provisional Section 41 Specialist Post-16 College. We had our Department for Education advisor inspection visit in May 2025. We received the inspection report on the 24th June 2025, which did not identify any major challenges, and confirmed that there were no concerns about Breakthrough's provision. We have moved from provisional to full approval following the inspection.

Breakthrough continues with its membership of NATSPEC, which is the membership association for colleges whose brief is to work with students who have additional needs. NATSPEC membership has proved invaluable for Breakthrough and is providing an opportunity to partner with other similar provisions, both in Devon and wider, nationally. Breakthrough is also receiving training at a central level, especially in the area of quality assurance.

Breakthrough College is on a programme of continuous improvement in line with our 'Health Check' by NATSPEC and the following details this:

- Breakthrough takes a learner-centred approach, and their qualifications are carefully considered, and in general learning is adapted to the individual's needs.
- The standard of work produced by learners is high.
- Breakthrough considers the mental well-being of learners to be of prime importance, and staff are well trained in this area.
- The Breakthrough mental health education counselling service is highly effective in enabling students to develop a positive approach to their futures.
- Relevant therapeutic interventions from Speech and Language, Occupational Therapy or other relevant therapeutic professionals are provided to target needs.
- The overall recording of students' progress and achievement is very good.
- Students demonstrate good or very good subject knowledge.
- Mainly, students are taught 1: 1, which results in students making good and very good progress.
- Careers advice and guidance is a high priority at all Breakthrough College centres.
- The Board of Trustees has welcomed another member who has experience relevant to business and communications. The Advisory Board has been in operation and is in the process of recruiting further members.
- There is a robust Quality Assurance process which is established and embedded across the trust. This is a rigorous self-assessment process that focuses on the experience of students, produces judgements that are measurable and realistic and will lead to further improvements across the college. The process identifies the key strengths of the college, identifies the factors that contribute to the strengths and provides the context. Areas for development are identified that pinpoint elements of the provision that do not meet the high standards and expectations articulated. The areas for development and other actions required will inform the quality improvement plan and self-assessment reports.

Breakthrough - Transformation Trust

Trustees' Report

- Breakthrough provides therapeutic interventions, education, independent living skills and a robust transition into education, employment, training, volunteering and/or supported living at the end of the students' time at Breakthrough.
- Breakthrough ensures that students and families are provided with a range of specialist information and also signposting to organisations who offer specialist advice.
- Provision of training and coaching to professionals and organisations to help meet the needs of those whose needs challenge their provision.
- Provision for the physical, psychological, social and where requested, the spiritual needs of those who use our service.
- Provision of a hub of knowledge and good practice from which to share and create initiatives.

South Devon Centres

All three of our South Devon Centres have continued to receive a steady flow of new students and most existing students are continuing their courses with us. Development, maintenance and repairs of the estates has continued.

The Organisation

We continue to be in a strong position going forwards and receive a steady flow of new commissions, some of which replace leavers.

Our purpose

To progress our provision to be inclusive of and to address more needs within the locality and to provide services and interventions where these are not currently in place. To establish our presence in the locality so that those in need know where to come for help.

Our vision

This charity exists to empower and equip individuals and families who experience serious life challenges to take competent charge of their lives and to be able to contribute effectively and positively to the wider community.

Breakthrough - Transformation Trust

Trustees' Report

Our core values

Unconditional love

- to accept people as they are
- to be inclusive and non-judgmental
- to be kind and compassionate, in all that we think, act and say
- to speak excellence into people's lives

Total Commitment

- to be the best that we can be
- to reflect together
- to carry the demeanour of humility
- to be able to be open, honest and kind, without 'egos'
- actively to encourage each other, notice and speak out the great things that people do
- to avoid a 'blame culture'
- to create a functional 'family' type atmosphere with robust professionalism and boundaries

Professionalism

- to make safeguarding and health and safety the highest priority
- to respect and support colleagues, creating a safe and unified culture
- to be a good learner
- to understand and adhere to professional boundaries
- to be wise, flexible and patient
- to follow correct systems and procedures
- continually to assess risks and advise and adapt accordingly
- to ask for help when needed

Meeting needs of service users

The charity has maintained the uptake of its services in the years 2024-2025. We continue to build on our relationships with the local authorities that we serve, as well as provide the absolute best possible service offering to our learners and their families.

We take this opportunity to thank our amazing staff team, who together deliver excellence and create a welcoming and safe environment for the Breakthrough service users.

Training

Breakthrough Transformation Trust is committed to investing in staff training and development throughout all departments. The team provides professional and personal development courses throughout each year, both through internal training and external nationally recognised qualifications. Where appropriate, the charity also engages with external training suppliers to provide courses.

Our supporters in the community

In addition to the help mentioned in the previous paragraph, the charity has during the period in question, received regular donations from independent supporters. There have also been a number of one-off donations. We would like to express our sincere thanks to everyone who has participated in this support.

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Trustees' Report

Achievements and performance

As is customary in setting objectives and planning activities for the year, the Trustees gave careful consideration to ensuring that the charity's activities are to the public benefit, and satisfy its own Objects, having due regard to the guidance issued by the Charity Commission.

1. Delivery of excellent practice to those whom we serve through therapeutics, families work, education, and within the community- through measurement, reflective practice, and completion of inspections and audits.

2. Provision of excellent value for money for commissioners, providing a high-quality service, where the quality of teaching and learning, of therapeutic interventions, of assessment, progression and transition, and every aspect of the service is monitored through a Quality of Provision process, which has been continuously improved in the 2024-2025 period.

3. The three South Devon centres provide a broad spectrum of therapeutic and educational services, and this is resulting in noticeable progress which is being reported via our systems and procedures.

4. Independent Living Skills and PSHE continue to be developed across the organisation, which is pivotal for the students' ability to live lives that are as independent, safe and well-informed as possible.

5. It is recognised that Communications and Interaction are precursors to the ability to learn, and they underpin good mental health. Breakthrough provides specialist 1:1 speech and language therapy interventions where required.

6. The charity is mindful of its need to be relevant in the sector and the Directors and Senior Leadership Team liaise with the Local Authorities and receive regular updates from Stakeholders and Government.

7. We are working closely with our commissioners to meet the needs of students in the most cost-effective way at the same time as maintaining our high standards and the integrity of our provision.

8. We are mindful of the need for the improvement and development of our facilities and additional office facilities

- To continue to repair and maintain all buildings
- To liaise with the Heads of Centre to ensure that there is adequate high-quality space for learning and therapeutic interventions
- To continue to develop enhanced outdoor facilities at all centres
- Updating hardware and software for IT facilities
- Provision of learning resources
- Replacement of old vehicles beyond repair and provision of extra second-hand cars as pool vehicles for the transportation of service users.

Breakthrough - Transformation Trust

Trustees' Report

Financial review

The October 2024 Budget by the Chancellor of the Exchequer, The Rt Hon Rachel Reeves resulted in the increase to Employers' National Insurance contribution and to the National Minimum Wage. This resulted in a revised hourly rate amount of £12.21. Both of these increases created a significant impact upon the Charity's finances and the consequent budget adjustments which needed to be made (28.5% increase over 3 years).

The results for the year are shown on page 16. The total income for the year is £3,663,853 (2024:£3,630,914) and total expenditure is £3,665,871 (2024: £3,751,868) which give a net expenditure of £2,018 (2024: £120,954).The unrestricted fund balance at 31 August 2025 is £1,450,346.

The principal source of funding is via Element3, which is the funding required over and above the place funding to enable a child with high needs to participate in education and learning and covers education, health, and care. The majority is commissioned by Devon County Council.

Reserves policy

Reserves are required in order that the charity is protected against future events, known and unknown and is able to maximise future opportunities and weather any future challenges that could possibly arise.

The charity has a long-term commitment to participant service users, and it requires long-term plans. The charity's short-term commitment is up to 1 term; medium-term commitment to be up to 2 terms and long-term commitment to be 3 terms or longer (many courses for post-16 require at least two years to complete the syllabus).

Where it is deemed correct and right to place an individual within our service, it is usual that the commissioning authorities will commit to educate students for at least the remainder of that Academic Year, and usually beyond that time. Most young people are commissioned to be with the charity for up to three days a week, and occasionally a student may be commissioned for more days than this, but the same principle normally applies. Therefore, there is some stability of income during the Academic Year.

The benefit of a reserves Policy is:

- To assist in strategic planning, for example, considering how new projects or activities will be funded
- To inform the budget process, for example, is it a balanced budget, or do reserves need to be drawn down or built up?
- To inform the budget and risk management process by identifying any uncertainty in future income streams
- To demonstrate to beneficiaries, donors, funders and the wider public that the charity is being protected from future challenges and changes in economic circumstances

Breakthrough - Transformation Trust

Trustees' Report

Guiding principles to justify the level of reserves and their use:

- To protect and sustain the charity's activities should income or expenditure become seriously out of line with expectations
- To have a level of funds available to support the payment of mortgages and staff wages in the event of having to downsize the services of the charity while seeking further funding
- To have a sufficient level of funds available to support new long term charitable initiatives in their launch phase and before fundraising support can be fully realised.

Level of Reserves to meet policy objectives:

To avoid closure if funding difficulties were to happen, the Board of Trustees has agreed to keep a certain level of financial reserves to ensure that all charitable activities can continue for a period of three months. The main concerns are to ensure that staff can continue working, primarily to secure new funding, and that as a last resort, beneficiaries are supported to move on to other services. It has been calculated that reserves of £535,000 are sufficient to cover staff wages plus our mortgage commitment for 3 months. The board of Trustees has agreed that the intention is for our reserve to be made up in the ratio 1 part cash reserves and 2 parts equity from property owned by the charity.

- It is anticipated that should such an event take place, during the period of grace provided by the existence of reserves, that the activities of the charity may be re-designed.
- If strategic cash reserves fall below £100,000 that would trigger an immediate review of income and expenditure to ensure no further cash loss.

Noting this policy, the trustees recognise that the cash balance of the charity does fluctuate, depending on the timing of receipts from its customers. The cash balance has recovered significantly since the year end, and is currently well above the threshold stated here.

This policy is currently under review by the Board of Trustees.

Strategic considerations on the level of reserves:

To support long term strategic objectives and improve the charity's overall financial security, in the event of the negative impact of any financial challenges, the Board of Trustees have agreed to review reserves annually, streamlining expenditure, and not detracting from the quality, quantity or nature of the service.

Investment policy and performance

The charity continues where possible to invest in the upgrading and development of its properties so that there is more room for the demand which it is experiencing for its services.

Breakthrough - Transformation Trust

Trustees' Report

Attitude to risk:

Breakthrough Transformation Trust relies on its income from commissioners to support operating costs. The key risks to the long-term sustainability of the charity are:

1. Changes in Government policy regarding non-registered Alternative Provision- this has been mitigated by our becoming an Independent Specialist College in September 2023.
2. Changes in Central Government or Local Government regulations which would adversely affect a funding stream
3. Ensuring that Element 3 Funding costs are accurately calculated
4. Catastrophic mishandling of funds or fraud
5. A catastrophic safeguarding or health and safety breach, which would call into question the trustworthiness and competence of the charity
6. A catastrophic global event such as a pandemic which may result in a range of irreversible staffing deficits; loss of students through sickness or a long period of time whereby college would be closed, and therapeutic education and families work adversely affected.

Strict measures are in place so that Trustees work together with Accountants, Auditors and external advisers to mitigate financial risks.

Strict measures are in place so that there are sufficient members of staff and directors who can ensure safeguarding, and health and safety are maintained to the highest possible standards, to review and analyse data and to train, refresh and improve facilities and resources accordingly.

Time Horizon

The Board of Trustees of Breakthrough Transformation Trust have the intention that the charity should exist into perpetuity and that investments and funds should be handled wisely so that it can both develop and consolidate reliably. Therefore, it is intended to adopt a long-term investment time horizon.

Reviewing and Reporting

The Trustees will regularly consider whether there is a need to revise its Policy Statement and keep under review the arrangements under which finances are invested.

The charity has now grown to the point at which, subject to income remaining in the current regions, a yearly Audit is required.

Events after the end of the reporting period

There have been no events after the reporting date that require disclosure.

Breakthrough - Transformation Trust

Trustees' Report

Statement of trustees' responsibilities

The trustees (who are also the directors of Breakthrough - Transformation Trust for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they 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 its income and expenditure, of the charitable company for that period. 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 accounting standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that can disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditor

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Small companies provision statement

This report has been prepared in accordance with the small companies regime under the Companies Act 2006.

The annual report was approved by the trustees of the charity on 20 March 2026 and signed on its behalf by:

.....
J D Angus Dugdall
Trustee

Breakthrough - Transformation Trust

Independent Auditor's Report to the Members of Breakthrough - Transformation Trust

Opinion

We have audited the financial statements of Breakthrough - Transformation Trust (the 'charity') for the year ended 31 August 2025, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 August 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the original financial statements were authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

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

Breakthrough - Transformation Trust

Independent Auditor's Report to the Members of Breakthrough - Transformation Trust

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

We have nothing to report in this regard.

Opinion on other matter prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

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

Responsibilities of trustees

As explained more fully in the Statement of trustees' responsibilities (set out on page 11), the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor responsibilities for the audit of the financial statements

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

Breakthrough - Transformation Trust

Independent Auditor's Report to the Members of Breakthrough - Transformation Trust

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Detecting irregularities, including fraud

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Breakthrough - Transformation Trust

Independent Auditor's Report to the Members of Breakthrough - Transformation Trust

Use of our report

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

.....
Peter Lomax (Senior Statutory Auditor)
For and on behalf of Westcotts (SW) LLP, Statutory Auditor

Tallford House
38 Walliscote Road
Weston-super-Mare
Somerset
BS23 1LP

20 March 2026

Breakthrough - Transformation Trust

Statement of Financial Activities for the Year Ended 31 August 2025 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Total 2025 £	Total 2024 £
Income and Endowments from:				
Donations and legacies	3	1,453	1,453	1,219
Charitable activities	4	3,658,366	3,658,366	3,623,721
Investment income	5	1,584	1,584	3,536
Other income	6	2,450	2,450	2,438
Total income		<u>3,663,853</u>	<u>3,663,853</u>	<u>3,630,914</u>
Expenditure on:				
Charitable activities	7	<u>(3,665,871)</u>	<u>(3,665,871)</u>	<u>(3,751,868)</u>
Total expenditure		<u>(3,665,871)</u>	<u>(3,665,871)</u>	<u>(3,751,868)</u>
Net expenditure		<u>(2,018)</u>	<u>(2,018)</u>	<u>(120,954)</u>
Net movement in funds		(2,018)	(2,018)	(120,954)
Reconciliation of funds				
Total funds brought forward		<u>1,452,364</u>	<u>1,452,364</u>	<u>1,573,318</u>
Total funds carried forward	19	<u><u>1,450,346</u></u>	<u><u>1,450,346</u></u>	<u><u>1,452,364</u></u>

All of the charity's activities derive from continuing operations during the above two periods.

All balances for 2024 represent unrestricted funds.

The notes on pages 19 to 31 form an integral part of these financial statements.

Breakthrough - Transformation Trust

(Registration number: 07962125)

Balance Sheet as at 31 August 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	13	2,911,268	2,980,324
Current assets			
Debtors	14	27,293	31,042
Cash at bank and in hand	15	<u>14,665</u>	<u>742</u>
		41,958	31,784
Creditors: Amounts falling due within one year	16	<u>(355,321)</u>	<u>(770,271)</u>
Net current liabilities		<u>(313,363)</u>	<u>(738,487)</u>
Total assets less current liabilities		2,597,905	2,241,837
Creditors: Amounts falling due after more than one year	17	<u>(1,147,559)</u>	<u>(789,473)</u>
Net assets		<u>1,450,346</u>	<u>1,452,364</u>
Funds of the charity:			
Unrestricted income funds			
Unrestricted funds		<u>1,450,346</u>	<u>1,452,364</u>
Total funds	19	<u>1,450,346</u>	<u>1,452,364</u>

These financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The financial statements on pages 16 to 31 were approved by the trustees, and authorised for issue on 20 March 2026 and signed on their behalf by:

.....
J D Angus Dugdall
Trustee

The notes on pages 19 to 31 form an integral part of these financial statements.

Breakthrough - Transformation Trust

Statement of Cash Flows for the Year Ended 31 August 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net expenditure for the reporting period		(2,018)	(120,954)
Adjustments to cash flows from non-cash items			
Depreciation	13	79,110	90,552
Investment income	5	(1,584)	(3,536)
Interest payable		95,878	106,371
Loss/(profit) on disposal of tangible fixed assets		141	(50)
		<u>171,527</u>	<u>72,383</u>
Working capital adjustments			
Decrease/(increase) in debtors	14	3,749	(12,097)
Decrease/(increase) in creditors	16	<u>86,445</u>	<u>(144,141)</u>
Net cash flows from operating activities		<u>261,721</u>	<u>(83,855)</u>
Cash flows from investing activities			
Interest receivable and similar income	5	1,584	3,536
Purchase of tangible fixed assets	13	(10,240)	(11,079)
Sale of tangible fixed assets		<u>45</u>	<u>50</u>
Net cash flows from investing activities		<u>(8,611)</u>	<u>(7,493)</u>
Cash flows from financing activities			
Interest payable and similar charges		(95,878)	(106,371)
Repayment of loans and borrowings		<u>(70,511)</u>	<u>(56,074)</u>
Net cash flows from financing activities		<u>(166,389)</u>	<u>(162,445)</u>
Net increase/(decrease) in cash and cash equivalents		86,721	(253,793)
Cash and cash equivalents at 1 September		<u>(72,056)</u>	<u>181,738</u>
Cash and cash equivalents at 31 August		<u><u>14,665</u></u>	<u><u>(72,055)</u></u>
Adjusted for overdrafts			
Cash and cash equivalents at 31 August	15	<u><u>14,665</u></u>	<u><u>742</u></u>

All of the cash flows are derived from continuing operations during the above two periods.

The notes on pages 19 to 31 form an integral part of these financial statements.

Breakthrough - Transformation Trust

Notes to the Financial Statements for the Year Ended 31 August 2025

1 Charity status

The charity is limited by guarantee, incorporated in England & Wales, and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

The address of its registered office is:

Cannamore House

Avonwick

South Brent

Devon

TQ10 9HA

2 Accounting policies

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance

The financial statements have been prepared in accordance with 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)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Basis of preparation

Breakthrough - Transformation Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The financial statements are prepared in sterling which is the functional currency of the charity.

Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Accounting estimates and assumptions are made concerning the future and, by their nature, will rarely equal related actual outcome.

Breakthrough - Transformation Trust

Notes to the Financial Statements for the Year Ended 31 August 2025

Incoming resources

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted. The turnover is stated after discounts.
- income from investments is included in the year in which it is receivable.

Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Breakthrough - Transformation Trust

Notes to the Financial Statements for the Year Ended 31 August 2025

Tangible fixed assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amount are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Land and building	1% straight line
Plant and machinery	25% reducing balance
Fixtures and fittings	20% straight line
Motor vehicles	25% reducing balance

Impairment of fixed assets

A review of indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Borrowings

Interest-bearing borrowings are initially recorded at fair value, net of transaction costs. Interest-bearing borrowings are subsequently carried at amortised cost, with the difference between the proceeds, net of transaction costs, and the amount due on redemption being recognised as a charge to the Statement of Financial Activities over the period of the relevant borrowing.

Interest expense is recognised on the basis of the effective interest method and is included in interest payable and similar charges.

Borrowings are classified as current liabilities unless the charity has an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

Breakthrough - Transformation Trust

Notes to the Financial Statements for the Year Ended 31 August 2025

Fund structure

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

Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.

Breakthrough - Transformation Trust

Notes to the Financial Statements for the Year Ended 31 August 2025

3 Income from donations and legacies

	Unrestricted funds General £	Total 2025 £	Total 2024 £
Donations and legacies;			
Donations from individuals	1,453	1,453	1,219
	<u>1,453</u>	<u>1,453</u>	<u>1,219</u>

4 Income from charitable activities

	Unrestricted funds General £	Total 2025 £	Total 2024 £
Service fees	3,650,209	3,650,209	3,614,085
Student lunches	7,012	7,012	7,410
Other income	1,145	1,145	2,226
	<u>3,658,366</u>	<u>3,658,366</u>	<u>3,623,721</u>

5 Investment income

	Unrestricted funds General £	Total 2025 £	Total 2024 £
Interest receivable and similar income;			
Interest receivable on bank deposits	1,584	1,584	3,536
	<u>1,584</u>	<u>1,584</u>	<u>3,536</u>

6 Other income

	Unrestricted funds General £	Total 2025 £	Total 2024 £
Gains on sale of tangible fixed assets for charity's own use	-	-	50
Solar power income	2,450	2,450	2,388
	<u>2,450</u>	<u>2,450</u>	<u>2,438</u>

Breakthrough - Transformation Trust

Notes to the Financial Statements for the Year Ended 31 August 2025

7 Expenditure on charitable activities

		Unrestricted funds General £	Total 2025 £	Total 2024 £
	Note			
Activities undertaken directly		2,866,971	2,866,971	2,825,595
Support costs	8	707,148	707,148	885,480
Governance costs	8	91,752	91,752	40,793
		<u>3,665,871</u>	<u>3,665,871</u>	<u>3,751,868</u>

8 Analysis of governance and support costs

Support costs allocated to charitable activities

	Analysis of support costs £	Total 2025 £	Total 2024 £
Wages and salaries	241,399	241,399	326,383
Staff NIC (Employers)	46,542	46,542	52,167
Trustees remuneration	52,443	52,443	57,998
Other staff costs	7,738	7,738	-
Recruitment expenses	2,924	2,924	7,198
Staff training	12,641	12,641	20,238
Rent	11,971	11,971	14,274
Light, heat and power	64,509	64,509	54,985
Telephone	12,800	12,800	26,212
Office expenses	18,323	18,323	21,903
Subscriptions and licences	22,008	22,008	12,815
Sundry expenses	4,647	4,647	8,355
Motor expenses	31,879	31,879	45,266
Travel and subsistence	13,544	13,544	21,914
Student and exam expenses	8,092	8,092	9,741
Bank charges	2,243	2,243	1,931
Bank interest payable	95,877	95,877	113,548
Depreciation	79,110	79,110	90,552
Loss on sale of tangible fixed assets held for charity's own use	141	141	-
VAT Reclaim	(21,683)	(21,683)	-
	<u>707,148</u>	<u>707,148</u>	<u>885,480</u>

Breakthrough - Transformation Trust

Notes to the Financial Statements for the Year Ended 31 August 2025

Governance costs

	Unrestricted funds General £	Total 2025 £	Total 2024 £
Audit fees			
Audit of the financial statements	13,125	13,125	12,100
Other fees paid to auditors	10,290	10,290	3,100
Legal fees	68,337	68,337	25,593
	<u>91,752</u>	<u>91,752</u>	<u>40,793</u>

9 Trustees remuneration and expenses

During the year the charity made the following transactions with trustees:

The trustees received remuneration of £190,263 (2024: £181,414) and employer pension contributions of £6,102 (2024: £17,635), and no expenses were reimbursed to the trustees during the year.

Further details on the above transactions are provided on Note 22.

10 Staff costs

The aggregate payroll costs were as follows:

	2025 £	2024 £
Staff costs during the year were:		
Wages and salaries	2,464,071	2,524,682
Social security costs	269,195	233,011
Pension costs	55,731	71,238
Trustees wages	190,263	181,414
Other staff cost	7,738	-
	<u>2,986,998</u>	<u>3,010,345</u>

During the year, the charity made redundancy and/or termination payments which totalled £7,738 (2024 - £1,750).

Breakthrough - Transformation Trust

Notes to the Financial Statements for the Year Ended 31 August 2025

The monthly average number of persons (including senior management / leadership team) employed by the charity during the year was as follows:

	2025	2024
	No	No
Trustees	3	3
Teachers	51	56
Core Workers	25	32
Families and Therapy	19	12
Administration	9	13
	<u>107</u>	<u>116</u>

The number of employees whose emoluments fell within the following bands was:

	2025	2024
	No	No
£60,001 - £70,000	<u>3</u>	<u>2</u>

The total employee benefits of the key management personnel of the charity, including trustees were £425,777 (2024 - £424,610).

11 Auditors' remuneration

	2025	2024
	£	£
Audit of the financial statements	<u>13,125</u>	<u>12,100</u>
Other fees to auditors		
Other fees paid to auditors	<u>10,290</u>	<u>3,100</u>

12 Taxation

The charity is a registered charity and is therefore exempt from taxation.

Breakthrough - Transformation Trust

Notes to the Financial Statements for the Year Ended 31 August 2025

13 Tangible fixed assets

	Land and buildings £	Furniture and equipment £	Motor vehicles £	Biological assets £	Total £
Cost					
At 1 September 2024	3,200,195	302,344	69,825	1,250	3,573,614
Additions	5,000	5,240	-	-	10,240
Disposals	-	(933)	-	-	(933)
At 31 August 2025	<u>3,205,195</u>	<u>306,651</u>	<u>69,825</u>	<u>1,250</u>	<u>3,582,921</u>
Depreciation					
At 1 September 2024	317,154	232,508	43,081	547	593,290
Charge for the year	32,062	40,183	6,689	176	79,110
Eliminated on disposals	-	(747)	-	-	(747)
At 31 August 2025	<u>349,216</u>	<u>271,944</u>	<u>49,770</u>	<u>723</u>	<u>671,653</u>
Net book value					
At 31 August 2025	<u>2,855,979</u>	<u>34,707</u>	<u>20,055</u>	<u>527</u>	<u>2,911,268</u>
At 31 August 2024	<u>2,883,041</u>	<u>69,836</u>	<u>26,744</u>	<u>703</u>	<u>2,980,324</u>

The properties held by the charity were revalued in September 2019 by Barclays, an independent valuer. At the date of the valuations, it was determined that the market values of the properties were below the net book value recognised within the financial statements. This incurred an impairment loss in 2019 of £125,476 which was recognised in the Statement of Financial Activities. Following the revaluation, further additions have been made to the properties and these are recognised at cost.

14 Debtors

	2025 £	2024 £
Trade debtors	1,017	4,718
Prepayments	26,276	23,770
VAT grant repayable	-	2,554
	<u>27,293</u>	<u>31,042</u>

Breakthrough - Transformation Trust

Notes to the Financial Statements for the Year Ended 31 August 2025

15 Cash and cash equivalents

	2025 £	2024 £
Cash on hand	746	715
Cash at bank	13,919	27
	<u>14,665</u>	<u>742</u>

16 Creditors: amounts falling due within one year

	2025 £	2024 £
Bank overdrafts	-	72,798
Bank loans	72,387	500,984
Trade creditors	18,976	22,113
Other taxation and social security	97,428	-
Other creditors	117,593	145,693
Accruals	48,937	28,683
	<u>355,321</u>	<u>770,271</u>

As at the 30 August 2025 year end, the charity was no longer in breach of the loan covenant and so the whole amount of the loan of £436,684 is now recognised as a creditor falling due after more than one year.

17 Creditors: amounts falling due after one year

	2025 £	2024 £
Bank loans	<u>1,147,559</u>	<u>789,473</u>

Included within creditors: amounts falling due after more than one year is an amount of £858,011 (2024: £621,196) in respect of liabilities payable or repayable by instalments which fall due for payment after more than five years from the reporting date.

At the start of the year, three commercial bank loans were outstanding £458,915 loan maturing in 2037, £375,958 loan maturing in 2035, and loan of £455,583 maturing in 2037. All three are recorded as creditors falling due after more than one year. The interest rate is approximately 3.25% per annum on the first two loans and approximately 3% per annum on the final loan still held at the year end.

All loans are secured on the freehold properties.

Breakthrough - Transformation Trust

Notes to the Financial Statements for the Year Ended 31 August 2025

18 Obligations under leases and hire purchase contracts

Operating lease commitments

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2025 £	2024 £
Within one year	13,437	1,820
Between one and five years	18,000	1,437
	<u>31,437</u>	<u>3,257</u>

19 Funds

	Balance at 1 September 2024 £	Incoming resources £	Resources expended £	Balance at 31 August 2025 £
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Unrestricted funds

General

General Funds	<u>1,452,364</u>	<u>3,663,853</u>	<u>(3,665,871)</u>	<u>1,450,346</u>
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	Balance at 1 September 2023 £	Incoming resources £	Resources expended £	Balance at 31 August 2024 £
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Unrestricted funds

General

General Funds	<u>1,573,318</u>	<u>3,630,914</u>	<u>(3,751,868)</u>	<u>1,452,364</u>
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Breakthrough - Transformation Trust

Notes to the Financial Statements for the Year Ended 31 August 2025

20 Analysis of net assets between funds

	Unrestricted funds General £	Total funds at 31 August 2025 £
Tangible fixed assets	2,911,268	2,911,268
Current assets	41,958	41,958
Current liabilities	(355,321)	(355,321)
Creditors over 1 year	(1,147,559)	(1,147,559)
Total net assets	<u>1,450,346</u>	<u>1,450,346</u>
	Unrestricted funds General £	Total funds at 31 August 2024 £
Tangible fixed assets	2,980,324	2,980,324
Current assets	31,784	31,784
Current liabilities	(770,271)	(770,271)
Creditors over 1 year	(789,473)	(789,473)
Total net assets	<u>1,452,364</u>	<u>1,452,364</u>

21 Financial instruments

Categorisation of financial instruments

	2025 £	2024 £
Financial assets that are debt instruments measured at amortised cost		
Financial assets that are debt instruments measured at amortised cost	<u>1,017</u>	<u>4,718</u>
Financial liabilities measured at amortised cost		
Financial liabilities measured at amortised cost	<u>1,356,437</u>	<u>1,458,263</u>

Breakthrough - Transformation Trust

Notes to the Financial Statements for the Year Ended 31 August 2025

22 Related party transactions

During the year the charity made the following related party transactions:

Three of the trustees and a number of their family members were employed by the charity, some of which are at a senior management level. The trustees' remuneration, pension contributions and other benefits amounted to £216,842 (2024 - £199,049). The three trustees remunerated for their employment with the charity were Mrs D Dugdall, Mr A Dugdall and Mr P Reynolds. The remuneration, pension contributions and other benefits of the trustees' related parties amounted to £70,538 (2024:£68,745). At the balance sheet date the amount due to/from was £Nil (2024 - £Nil).

23 Analysis of changes in net debt

	At 1 Sep 2024	Cash flows	At 31 Aug 2025
Cash at bank and in hand	742	13,923	14,665
Bank overdraft	(72,798)	72,798	-
Debt due within one year	(500,984)	428,597	(72,387)
Debt due after one year	(789,473)	(358,086)	(1,147,559)
	<u>(1,362,513)</u>	<u>157,232</u>	<u>(1,205,281)</u>

	At 1 Sep 2023	Cash flows	At 31 Aug 2024
Cash at bank and in hand	181,738	(180,996)	742
Debt due within one year	(66,456)	(434,528)	(500,984)
Debt due after one year	(1,280,075)	490,602	(789,473)
	<u>(1,164,793)</u>	<u>(124,922)</u>	<u>(1,289,715)</u>