

**LANCASTER AREA SEARCH AND RESCUE  
REPORT OF THE TRUSTEES AND  
UNAUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 28 FEBRUARY 2021**

Scott & Wilkinson LLP  
Chartered Accountants  
Dalton House  
9 Dalton Square  
LANCASTER  
LA1 1WD

**LANCASTER AREA SEARCH AND RESCUE**

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FOR THE YEAR ENDED 28 FEBRUARY 2021**

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## LANCASTER AREA SEARCH AND RESCUE

### REFERENCE AND ADMINISTRATIVE DETAILS FOR THE YEAR ENDED 28 FEBRUARY 2021

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<b>Trustees</b>	Miss L F Akister Mr D Wright (resigned 2/7/2021) Ms H Ward Ms S D Jopson (resigned 6/7/2020) Mr G Briggs (resigned 25/8/2020) Mr T Buchan (appointed 29/6/2020) Ms J Nicholl (appointed 29/6/2020) K Barrett (appointed 19/10/2020)
<b>Principal address</b>	Research House Caton Road LANCASTER LA1 3PE
<b>Registered charity number</b>	1177231
<b>Independent examiner</b>	Scott & Wilkinson LLP Chartered Accountants Dalton House 9 Dalton Square LANCASTER LA1 1WD

## **LANCASTER AREA SEARCH AND RESCUE**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 28 FEBRUARY 2021**

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The trustees present their report with the financial statements of the charity for the year ended 28 February 2021. 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**

The objects of the charity are to preserve and protect life and in particular to provide and maintain an emergency rescue service for the benefit of the public:

- 1) by the provision of a dedicated and trained volunteer service to assist and support the statutory and essential services, in the operation of search and rescue, and technical rescue capabilities relating to water and soft surfaces in the Lancaster Area;
- 2) by the provision of a back-up service to other search and rescue groups through the national resistance forum and the UK Search and Rescue working group across the United Kingdom if called upon and able to do so.
- 3) by assisting the Lancaster area community during adverse events due to severe weather such as heat, flooding, snow, high winds.
- 4) by raising awareness of the statutory and essential services through attendance to key public events. Such as Lancashire rescue open day.

The charity runs a shop to fund the working of the team.

##### **Public benefit**

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities.

- 1) by striving to reduce preventative drowning incidents by delivering community water safety sessions to those of all ages.
- 2) by assisting the local county council and other charities with humanitarian assistance.
- 3) by providing specialist water and event safety provisions at Lancaster area community events.

#### **Volunteers**

##### **Operational Team**

The operational team rely on volunteers to make up both the operational management team and rescue operatives. All of the training, maintenance and administration involved in these roles is done so on a voluntary basis. On average a team member completes 500 hours of training a year, before callouts and events.

##### **Fundraising**

We currently rely mainly on the operational team and a few select social members to attend fundraising events. They are also responsible for assisting with grant applications. We hope to appoint a fundraising officer to assist with this going forward, however, are yet to find an appropriate and willing applicant to take on the role.

##### **Shop**

Although we have two members of paid staff we rely on volunteers to assist with both the day-to-day running of the shop and deliveries to the local area. This can range from a number of hours to days per week.

##### **Trustees**

All members of the board and advisors do so on a completely voluntary basis. They are reconcilable for the running of the charity and henceforth the shop. They enlist the assistance of paid professionals for HR, Administration and accounting where necessary.

## LANCASTER AREA SEARCH AND RESCUE

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 28 FEBRUARY 2021

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#### **Achievement and performance**

##### **Charitable activities**

The charity has responded to a number of callouts both locally and nationally (via SLISGB), in a successful, professional, and efficient manner. Such as Flood Rescue, Large Animal Rescue, Lifesaving Medical Intervention.

We have attained a permanent change use from Lancaster City Council for our Research House site. This will allow us to continue to use it for the purpose of our charity shop, whilst inadvertently providing our operational team with a base of operations.

We have established and developed community water safety sessions for children Nippers Lifesaving at 3-1-5 Health Club as well as attending local school talks and events.

We have established and developed community water safety initiatives in the local area (Bankside) supported by the local fire service and police.

Memorandums of understanding have been agreed and signed, we have established formal agreements with all parties.

During the COVID-19 Pandemic, we have provided humanitarian assistance by coordinating and delivering aid packages.

#### **Financial review**

##### **Financial position**

During the COVID-19 pandemic, our charity shop and henceforth our main income stream remained closed for the most part. Charity overheads therefore have continued to be funded primarily by the Retail, Leisure and Hospitality Grants and the Job Retention Scheme, aided by a cap in all non-essential spending charity wide.

During the pandemic we have retained all of our assets, additionally have never failed to make a single payment or even had to make a partial payments.

Although it has been halted several times, by the pandemic the Nippers programme too continues be a success. Self-funding their efforts with donations from local business.

The balance sheet remains largely unaffected due to a ban in spending as previously mentioned no major investments or sales have been made.

##### **Reserves policy**

The charity aims to ensure that it holds 3 months' reserves to sustain daily operations and growth in terms of new search and rescue team members, more trustees, and more equipment and vehicles.

Free reserves are £28,785 (2020: £24,810).

##### **Future plans**

The charity aims to continue to develop their relationships with the local community both in-person and online and to continue to build on the service they provide to the local area and beyond.

We will strive to ensure our premises and activities are green and environmentally friendly.

#### **Structure, governance and management**

##### **Governing document**

The charity is controlled by its governing document, a deed of trust and constitutes an unincorporated charity.

The charity is a charitable incorporated organisation, registered with the Charity Commission on 20 February 2018.

We are still a small, young charity but are endeavouring to raise our profile to build a successful board of Trustees with a diverse range of strengths and abilities to work with both the charity shop and the operations team.

## **LANCASTER AREA SEARCH AND RESCUE**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 28 FEBRUARY 2021**

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#### **Structure, governance and management**

##### **Recruitment and appointment of new trustees**

New trustees must complete an application pack, which will then be reviewed by the board, should the applicant be suitable he/she will be invited to attend a number of meetings. Following this, they will then be invited if appropriate to be appointed. New trustees are appointed by the board and if applicable positions elected by the members at the AGM.

Approved by order of the board of trustees on 26 July 2021 and signed on its behalf by:

Miss L F Akister - Trustee

# **INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF LANCASTER AREA SEARCH AND RESCUE**

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## **Independent examiner's report to the trustees of Lancaster Area Search and Rescue**

I report to the charity trustees on my examination of the accounts of Lancaster Area Search and Rescue (the Trust) for the year ended 28 February 2021.

### **Responsibilities and basis of report**

As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

### **Independent examiner's statement**

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 Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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 S W Hinnigan FCA CTA  
Scott & Wilkinson LLP  
Chartered Accountants  
Dalton House  
9 Dalton Square  
LANCASTER  
LA1 1WD

28 July 2021

# LANCASTER AREA SEARCH AND RESCUE

## STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 28 FEBRUARY 2021

	Notes	Unrestricted fund £	Restricted funds £	2021 Total funds £	2020 Total funds £
<b>Income and endowments from</b>					
Donations and legacies		5,523	-	5,523	11,459
<b>Charitable activities</b>	4				
Search and rescue team		54,273	-	54,273	1,529
Other trading activities	3	31,245	-	31,245	104,354
Other income	5	-	-	-	8,005
<b>Total</b>		91,041	-	91,041	125,347
<b>Expenditure on</b>					
Raising funds	6	50,943	-	50,943	59,740
<b>Charitable activities</b>	7				
Search and rescue team		37,272	1,843	39,115	48,017
<b>Total</b>		88,215	1,843	90,058	107,757
<b>NET INCOME/(EXPENDITURE)</b>		2,826	(1,843)	983	17,590
<b>Reconciliation of funds</b>					
<b>Total funds brought forward</b>		35,641	7,622	43,263	25,673
<b>Total funds carried forward</b>		38,467	5,779	44,246	43,263

The notes form part of these financial statements



# LANCASTER AREA SEARCH AND RESCUE

## BALANCE SHEET 28 FEBRUARY 2021

	Notes	Unrestricted fund £	Restricted funds £	2021 Total funds £	2020 Total funds £
<b>Fixed assets</b>					
Tangible assets	13	9,682	5,779	15,461	18,453
<b>Current assets</b>					
Debtors	14	7,872	-	7,872	8,736
Cash at bank and in hand		28,880	-	28,880	20,230
		<u>36,752</u>	<u>-</u>	<u>36,752</u>	<u>28,966</u>
<b>Creditors</b>					
Amounts falling due within one year	15	(7,967)	-	(7,967)	(4,156)
		<u>28,785</u>	<u>-</u>	<u>28,785</u>	<u>24,810</u>
<b>Net current assets</b>					
		<u>38,467</u>	<u>5,779</u>	<u>44,246</u>	<u>43,263</u>
<b>Total assets less current liabilities</b>					
		<u>38,467</u>	<u>5,779</u>	<u>44,246</u>	<u>43,263</u>
<b>NET ASSETS</b>					
		<u>38,467</u>	<u>5,779</u>	<u>44,246</u>	<u>43,263</u>
<b>Funds</b>	16				
Unrestricted funds				38,467	35,641
Restricted funds:					
Lancaster Freemasons				5,247	6,996
Persimmon				532	626
				<u>5,779</u>	<u>7,622</u>
<b>Total funds</b>				<u>44,246</u>	<u>43,263</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 26 July 2021 and were signed on its behalf by:

Miss L F Akister - Trustee

The notes form part of these financial statements

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 28 FEBRUARY 2021**

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**1. Statutory information**

Lancaster Area Search and Rescue is a charitable incorporated organisation registered with the Charity Commission in England & Wales.

The address is Research House, Caton Road, Lancaster, LA1 3PE.

**2. Accounting policies**

**Basis of preparing the financial statements**

The financial statements of the charity, 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 Charities Act 2011. The financial statements have been prepared under the historical cost convention.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the 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 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

No amount is included in the financial statements for volunteer time in line with the SORP. Further detail is given in the Trustees' Annual Report.

The charity receives government grants. These grants are recognised at the fair value of the amount received or receivable when there is reasonable assurance that the charity will comply with conditions attaching to them and the grants will be received using the accrual model.

**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.

Improvements to property	- 20% Straight line
Plant and machinery	- 15% Reducing balance
Motor vehicles	- 25% Reducing balance
Computer equipment	- 33% Straight line

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 28 FEBRUARY 2021**

**2. Accounting policies - continued**

**Taxation**

The charity is exempt from 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.

**Hire purchase and leasing commitments**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

**Pension costs and other post-retirement benefits**

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**Donated goods**

Gifts in kind donated for resale are recognised in the financial statements when the goods are sold. Due to the volume of low value items received, it is impracticable to fair value these goods upon receipt.

**3. Other trading activities**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Charity shop income	31,245	104,354
	<u>31,245</u>	<u>104,354</u>

**4. Income from charitable activities**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Grants	54,273	1,529
	<u>54,273</u>	<u>1,529</u>

Grants received, included in the above, are as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Furness	-	250
Persimmon	-	800
Community foundation	-	479
Government Covid-19 support grants	54,273	-
	<u>54,273</u>	<u>1,529</u>

# LANCASTER AREA SEARCH AND RESCUE

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 28 FEBRUARY 2021

### 5. Other income

	2021 £	2020 £
Room hire	-	70
Training courses provided	-	1,220
Insurance claims received	-	6,715
	<u>-</u>	<u>8,005</u>

### 6. Raising funds

#### Raising donations and legacies

	2021 £	2020 £
Staff costs	26,896	34,398
Other operating leases	20,280	20,280
Rates and water	568	197
Light and heat	1,934	2,128
Selling fees	483	-
Charity shop consumables	782	2,737
	<u>50,943</u>	<u>59,740</u>

### 7. Charitable activities costs

	Direct Costs £	Support costs (see note 8) £	Totals £
Search and rescue team	<u>16,256</u>	<u>22,859</u>	<u>39,115</u>

### 8. Support costs

	Management £	Finance £	Governance costs £	Totals £
Search and rescue team	<u>11,592</u>	<u>768</u>	<u>10,499</u>	<u>22,859</u>

### 9. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 28 February 2021 nor for the year ended 29 February 2020.

#### Trustees' expenses

There were no trustees' expenses paid for the year ended 28 February 2021 nor for the year ended 29 February 2020.

# LANCASTER AREA SEARCH AND RESCUE

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 28 FEBRUARY 2021

### 10. Staff costs

	2021 £	2020 £
Wages and salaries	26,474	33,782
Other pension costs	422	616
	<u>26,896</u>	<u>34,398</u>

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

	2021	2020
Shop and admin	<u>2</u>	<u>2</u>

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

### 11. Comparatives for the statement of financial activities

	Unrestricted fund £	Restricted funds £	Total funds £
<b>Income and endowments from</b>			
Donations and legacies	11,459	-	11,459
<b>Charitable activities</b>			
Search and rescue team	479	1,050	1,529
Other trading activities	104,354	-	104,354
Other income	8,005	-	8,005
<b>Total</b>	<u>124,297</u>	<u>1,050</u>	<u>125,347</u>
<b>Expenditure on</b>			
Raising funds	59,740	-	59,740
<b>Charitable activities</b>			
Search and rescue team	48,531	(514)	48,017
<b>Total</b>	<u>108,271</u>	<u>(514)</u>	<u>107,757</u>
<b>NET INCOME</b>	<u>16,026</u>	<u>1,564</u>	<u>17,590</u>
<b>Transfers between funds</b>	<u>(1,894)</u>	<u>1,894</u>	<u>-</u>
<b>Net movement in funds</b>	<u>14,132</u>	<u>3,458</u>	<u>17,590</u>
<b>Reconciliation of funds</b>			
<b>Total funds brought forward</b>	<u>21,509</u>	<u>4,164</u>	<u>25,673</u>
<b>Total funds carried forward</b>	<u>35,641</u>	<u>7,622</u>	<u>43,263</u>

# LANCASTER AREA SEARCH AND RESCUE

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 28 FEBRUARY 2021

### 12. Independent examiner's remuneration

The independent examiner's remuneration amounts to an independent examination fee of £2,060 (2020 - £2,175).

### 13. Tangible fixed assets

	Improvements to property £	Plant and machinery £	Motor vehicles £	Computer equipment £	Totals £
<b>Cost</b>					
At 1 March 2020	4,037	9,816	7,995	1,646	23,494
Additions	1,258	318	-	-	1,576
	<u>5,295</u>	<u>10,134</u>	<u>7,995</u>	<u>1,646</u>	<u>25,070</u>
At 28 February 2021					
<b>Depreciation</b>					
At 1 March 2020	1,445	2,036	999	561	5,041
Charge for year	1,060	1,216	1,749	543	4,568
	<u>2,505</u>	<u>3,252</u>	<u>2,748</u>	<u>1,104</u>	<u>9,609</u>
At 28 February 2021					
<b>Net book value</b>					
At 28 February 2021	<u>2,790</u>	<u>6,882</u>	<u>5,247</u>	<u>542</u>	<u>15,461</u>
At 29 February 2020	<u>2,592</u>	<u>7,780</u>	<u>6,996</u>	<u>1,085</u>	<u>18,453</u>

### 14. Debtors: amounts falling due within one year

	2021 £	2020 £
Trade debtors	514	470
Other debtors	5,070	5,070
VAT	2,288	2,804
Prepayments and accrued income	-	392
	<u>7,872</u>	<u>8,736</u>

# LANCASTER AREA SEARCH AND RESCUE

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 28 FEBRUARY 2021

### 15. Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	1,678	135
Taxation and social security	2,125	1,931
Other creditors	4,164	2,090
	<u>7,967</u>	<u>4,156</u>

### 16. Movement in funds

	At 1/3/20 £	Net movement in funds £	At 28/2/21 £
<b>Unrestricted funds</b>			
General fund	35,641	2,826	38,467
<b>Restricted funds</b>			
Lancaster Freemasons	6,996	(1,749)	5,247
Persimmon	626	(94)	532
	<u>7,622</u>	<u>(1,843)</u>	<u>5,779</u>
<b>TOTAL FUNDS</b>	<u>43,263</u>	<u>983</u>	<u>44,246</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	91,041	(88,215)	2,826
<b>Restricted funds</b>			
Lancaster Freemasons	-	(1,749)	(1,749)
Persimmon	-	(94)	(94)
	<u>-</u>	<u>(1,843)</u>	<u>(1,843)</u>
<b>TOTAL FUNDS</b>	<u>91,041</u>	<u>(90,058)</u>	<u>983</u>

# LANCASTER AREA SEARCH AND RESCUE

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 28 FEBRUARY 2021

### 16. Movement in funds - continued

#### Comparatives for movement in funds

	At 1/3/19 £	Net movement in funds £	Transfers between funds £	At 29/2/20 £
<b>Unrestricted funds</b>				
General fund	21,509	16,026	(1,894)	35,641
<b>Restricted funds</b>				
Lancaster Freemasons	3,427	1,675	1,894	6,996
Persimmon	737	(111)	-	626
	<u>4,164</u>	<u>1,564</u>	<u>1,894</u>	<u>7,622</u>
<b>TOTAL FUNDS</b>	<u>25,673</u>	<u>17,590</u>	<u>-</u>	<u>43,263</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	124,297	(108,271)	16,026
<b>Restricted funds</b>			
Lancaster Freemasons	-	1,675	1,675
Furness	250	(250)	-
Persimmon	800	(911)	(111)
	<u>1,050</u>	<u>514</u>	<u>1,564</u>
<b>TOTAL FUNDS</b>	<u>125,347</u>	<u>(107,757)</u>	<u>17,590</u>

### 17. Related party disclosures

There were no related party transactions for the year ended 28 February 2021.



# LANCASTER AREA SEARCH AND RESCUE

## DETAILED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 28 FEBRUARY 2021

	2021 £	2020 £
<b>Income and endowments</b>		
<b>Donations and legacies</b>		
Donations	2,897	11,459
Gift aid	2,626	-
	<hr/> 5,523	<hr/> 11,459
<b>Other trading activities</b>		
Charity shop income	31,245	104,354
<b>Charitable activities</b>		
Grants	54,273	1,529
<b>Other income</b>		
Room hire	-	70
Training courses provided	-	1,220
Insurance claims received	-	6,715
	<hr/> -	<hr/> 8,005
<b>Total incoming resources</b>	<hr/> 91,041	<hr/> 125,347
<b>Expenditure</b>		
<b>Raising donations and legacies</b>		
Wages	26,474	33,782
Pensions	422	616
Other operating leases	20,280	20,280
Rates and water	568	197
Light and heat	1,934	2,128
Selling fees	483	-
Charity shop consumables	782	2,737
	<hr/> 50,943	<hr/> 59,740
<b>Charitable activities</b>		
Insurance	3,118	3,444
Telephone	774	584
Postage and stationery	539	946
Advertising	-	436
Sundries	-	8
Rescue team expenses	9,146	11,015
Computer costs	1,724	1,437
Subscriptions	955	155
Uniforms	-	201
	<hr/> 16,256	<hr/> 18,226

This page does not form part of the statutory financial statements

# LANCASTER AREA SEARCH AND RESCUE

## DETAILED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 28 FEBRUARY 2021

	2021 £	2020 £
<b>Support costs</b>		
<b>Management</b>		
Motor expenses	4,508	10,007
Staff training	75	8,357
Travel expenses	-	504
Premises cleaning	1,276	1,421
Premises repairs	1,165	1,225
Improvements to property	1,060	808
Plant and machinery	1,216	1,374
Motor vehicles	1,749	999
Computer equipment	543	543
(Profit)/loss on sale of tangible fixed assets	-	(2,674)
	<u>11,592</u>	<u>22,564</u>
 <b>Finance</b>		
Bank charges	768	1,001
 <b>Governance costs</b>		
Sundries	114	625
Accountancy and legal fees	2,425	2,451
Bookkeeping and payroll	668	1,158
Other legal and professional	4,673	1,992
Admin	2,619	-
	<u>10,499</u>	<u>6,226</u>
 Total resources expended	<u>90,058</u>	<u>107,757</u>
 <b>Net income</b>	<u>983</u>	<u>17,590</u>

This page does not form part of the statutory financial statements