

**Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31st August 2022
for
Crewe & Nantwich Gymnastics &
Communities Activities Association**

Hardings
Chartered Accountants
6 Marsh Parade
Newcastle-under-Lyme
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ST5 1DU

**Contents of the Financial Statements
for the Year Ended 31st August 2022**

	Page
Reference and Administrative Details	1
Report of the Trustees	2 to 7
Independent Examiner's Report	8
Statement of Financial Activities	9
Balance Sheet	10
Notes to the Financial Statements	11 to 17
Detailed Statement of Financial Activities	18

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Reference and Administrative Details
for the Year Ended 31st August 2022**

Trustees	Mr S Deeley Chair Mrs C Hughes Treasurer Mrs M Hazell Secretary Mr P Hazell Vice Chair
Principal address	The Camm Street Centre Camm Street Crewe Cheshire CW2 7DN
Registered charity number	512109
Independent examiner	Hardings Chartered Accountants 6 Marsh Parade Newcastle-under-Lyme Staffordshire ST5 1DU

**Report of the Trustees
for the Year Ended 31st August 2022**

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

Objectives and activities

Objectives and aims

It is our intention to provide opportunities for all especially in gymnastics where we have a depth of experience and reputation.

We are well established in the community and provide adult fitness and well-being programmes through our personal trainers providing programmes and one to one support where necessary. With the growth in attention in adult health and wellbeing, we believe we are well placed to take advantage of this opportunity.

We provide specific facilities for ethnic minorities, with a women only fitness area and focused training information in several of the locally based languages.

Our long term aim is to continue our contribution to the community and to add to the success of all our gymnasts who have passed through including the many who have grown from gymnasts to coaches.

We have a gymnast who is registered disabled who represents the club and currently is the British Women's Artistic champion.

We have provided a support to education in the borough for many years, and continue to do so through visiting primary schools on a regular basis, helping to introduce a scheme of fitness and gymnastics skills with the assistance of the staff of the school and thereby contributing to improving staff awareness and participation in sport by the children.

Our volunteers contribute massively to the running of the centre, without their support we would not be able to provide the quality of coaching at the minimal cost level.

Other sports clubs rent space from the charity to provide a similar service. We also provide fitness facilities for adults including dietary information.

We are reaching out to other sports and charitable organisation to consider how we might be of help to their organisations.

We have invested money in researching the viability of moving the centre to a new property, which has always been a long term aim. The report, written by Active Cheshire, independently demonstrated the need for our service provision in the local area, returning scores in the upper quartile on all key parameters. During this financial year we have researched options more closely, and believe we may have support to relocate within the Crewe town boundary or perhaps to a more strategically sensible venue.

**Report of the Trustees
for the Year Ended 31st August 2022**

Achievement and performance

By ensuring the fees are kept to a minimum, the usage of the fitness areas of the gym have increased which together with room rental has ensured a contribution to the health and well being of the population of Crewe and Nantwich. We have increased the number of our personal trainers and developed a range of individual training options linked to health programmes. We have significantly improved participation from ethnic minorities by developing our Women only section and encouraged links with the local Polish and East Timor populations, with increasing usage resulting from our efforts.

Gymnastics has continued to be successful over 400 gymnasts have been attending the club, often more than once per week and for over 15 hours per week for higher level individuals. The numbers have reduced as a result of Covid, however, there are signs of a return to previous level of participation. After over 30 years of trading we now are welcoming second generation users to the centre. We have representatives of the European Team gym team attending the club together with the Women's' Artistic British Disabilities Champion

Involvement in local, regional and national gymnastics competitions contribute to the children gaining confidence in their own abilities. We aim to give every child the opportunity to attend a competition and hold internal challenges to ensure all gymnasts gain an achievement and have a record of progress in the sport.

The Team Gym section continued to grow with success at the English and British finals. This is a growing area of British Gymnastics and it is satisfying that we are in the first stages of development of an exciting new area in the sport.

The Christmas open sessions were enjoyed by over 400 spectators in three sessions. It is a gala celebration of the achievements of every group of gymnasts throughout the club and is a fitting climax to the year.

In Summary: we have actively increased our linkages with local charities and key opinion formers in the community, building the basis for investment in relocation.

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Report of the Trustees
for the Year Ended 31st August 2022**

Financial review

Principal funding sources

Like many other similar businesses, the Covid pandemic has significantly changed our financial performance. Numbers have slowly returned but up to the financial year end there was a clear reluctance to fully return to normal as we maintained some restrictions to protect staff and customers.

During the period August 2021 to December 2021 we continued to use Zoom to maintain some communications but gradually returned to normal working.

The reorganization, which was primarily aimed at separating children and adults has worked well, and we have continued with the structure post Covid with the agreement of a centre users.

The last two years need careful comparison, In YE August 2021 our turnover was down at £119,361 due to being closed for a portion of the year but our finances were supported by grants (mainly bounce back with a smaller element of furlough money) of £83,805; giving a total income of £203,169. However we reduced our costs significantly to £213,152 giving a loss on the year of £9,983.

In YE August 2022, our financial income improved to £187,659 (but still down compared with pre Covid levels), however our expenditure grew to £222,544 (£11,500 increase) as we maintained our wage level to protect skilled jobs to provide for coaching as the numbers returned to the classes. Significant increases in costs were seen in the following:

Rates and water - 266% increase as a result of council tax returning.

Light and heating - 182% reflecting some price increases but also greater usage of the centre.

Savings on repairs, renewals, cleaning and stationery all as a result of closer control of expenditure and the use of volunteer engineering support- saving a total of £8,300. It was also assisted on a year on year comparison by the significant reduction in the cost of cleaning as Covid restrictions reduced.

So although we controlled the increases to just £8,947, losses grew from £9,983 to £34,440 as the grant support was almost completely removed.

In Summary: Having survived the Covid restrictions with the significant help of grants and loans, the slower than desirable build back in customer usage and the loss of over £82,000 in grant support has led to an imbalance of the books supported by cash from the bounce back loan. The year ending August 2023 will show improvements in income but the expenditure will reflect the unavoidable increase in utility bills.

Investment policy and objectives

The trustees are empowered by the articles of memorandum to be able to invest and divest the charity of fixed assets. They also have the power to raise loans against the freehold of the property. There have been a small number of investments in new equipment.

It is the policy to consider all elements of an investment with respect to cost, longevity and whole life costs, alignment with the article of memorandum, environmental impact, safety and continuity of supply.

Reserves policy for future periods

The charity has the intention to increase the reserve fund to £30,000 to fund unforeseen expenditure. Covid and post Covid issues such as energy inflation have stymied this target but we expected to be responding to this target in 2023/2024.

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Report of the Trustees
for the Year Ended 31st August 2022**

Structure, governance and management

Governing document

(CNGCAA) is registered as a charity (512109) and is open to anyone who wishes to take advantage of the facilities, in exchange of a minimal sessional payment currently set at £1.50 for some low level exercise classes.

The articles of administration cover all aspects of the charity, the main object being as stated below:

The objective of the association shall be:

- a) to promote the benefit of the inhabitants of Crewe and Nantwich without distinction of sex or political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interests of social welfare for the recreation and leisure time occupation with the objective of improving the condition of life for the said inhabitants.
- b) To establish and maintain a centre for the promotion of the above objectives.
- c) to advance the physical education and development of young persons under eighteen years of age and to ensure the development and occupation of their minds and the organisation or provision or assistance in the organisation or provision of facilities for physical recreation for such young persons in the interests of social welfare within the area of benefit.

In summary, we look to provide facilities for everyone to participate in physical activity to maintain and improve their well-being with a specific interest in developing an enjoyment for sport in children of all abilities.

Recruitment and appointment of new trustees

The AGM is normally held in November each year and all trustees must apply for re-election every year.

All members are encouraged to attend the AGM, and anyone is eligible to stand with the exception that partners of employed staff cannot be management trustees.

**Report of the Trustees
for the Year Ended 31st August 2022**

Structure, governance and management

Organisational structure

The trustees meet monthly (in a similar manner to a board meeting) to discuss the past and future performance and plans of the centre. During the period of Covid these meetings have been supported by Zoom connections.

There is a structured framework to the meeting based on a standard agenda with periodic additions at times such as annual appraisals. Each trustee takes a responsibility for an area of the centre, covering finance, wages, maintenance, the gymnastics area and the fitness section with reception. At each meeting there is a report on any significant issues which have occurred during the previous month and items that may need to be addressed going forwards. Minutes are taken of every meeting and reviewed at subsequent meetings.

There is a second monthly meeting between two trustees and the senior members of staff, chaired by the chairman, again with a structured agenda covering:

- 1) Health and Safety including accident reports and equipment reviews and any welfare issues.
- 2) Financial performance
- 3) Staffing elements such as recruitment and training
- 4) Repairs, renewals and maintenance,
- 5) Customer numbers and feedback received during the month
- 6) Planned purchases of equipment
- 7) Competitions and other similar activities such as display days.

There are senior employees for both gymnastics and non-gymnastics areas present at the meeting.

Financial transactions through cheques or bank transfers are controlled by two out of the three trustees of chair, treasurer and vice chair. All investment spend is authorised through the trustees committee, and all running expenditure is cleared via either the treasurer or chair.

There is an appointed welfare officer who is fully trained in child support and is independent of the centre staff. Two trustees have also received welfare training.

All gymnastics activities are under the guidelines of British Gymnastics, and all members are insured through British gymnastics. All officers and employees who have contact with gymnasts have DBS clearance. Previously the Whyte report was being published. This has now gone live and we can confirm that we comply with all aspects of the report plus the further guidance from British Gymnastics. Our concern that parents may guide their children away from gymnastics has not materialized, though the return of numbers post Covid was slow and significantly affected our recovery as can be seen in the financial results.

Induction and training of new trustees

Trustees are appointed to the committee based on the needs for skills. We encourage new trustees to make themselves aware of all aspects of the association before volunteering for nomination.

Trustees spend some time with each of the areas in the centre, meeting staff and gaining an appreciation of their respective roles.

New trustees are briefed on the following:

- 1) The obligations of trustees under charity and company law including the operational framework and regulations within the structure of the charity and with reference to the Memorandum and Articles of Association.
- 2) The business plan and the last 12 months accounts with any salient points and how the present and future plans are linked to the financial performance.
- 3) The staff appraisal scheme and the inter-linkage between the aspirations of the charity and how roles within the company build into the future plans.

**Report of the Trustees
for the Year Ended 31st August 2022**

Structure, governance and management

Related parties

The charity has a long standing link with the local council (Crewe and Nantwich Borough Council - which changed to Cheshire East during 2009). Through a service level agreement the charity works in the community introducing children to gymnastics through schools visits at all ages and skill levels. We organise three competitions where schools from the area are invited. These are enthusiastically supported by up to 10 schools and a total of 110 children. These were curtailed by the Covid issue, but have returned at a greater strength this year.

For adults, we have also created links with residential homes and have recently started fitness programmes for those who have mobility limitation. These have increased in popularity and contribute to our community activities.

As a result of our increased activities towards relocating we have furthered our links with Crewe Town council and local MP, and have maintained our connection with the local Chamber of Commerce.

Risk management

The committee has put in place all requirements for Health and Safety together with Fire evacuation procedures. Limits are put on total numbers in the centre at any one time. Weekly checks of the effectiveness of the alarm system are undertaken. Daily checks of escape routes and weekly checks on all equipment are formally recorded. We also have an independent annual inspection of all gymnastics equipment.

The charity has been in existence for over 30 years and the major financial risk is that of competitive activity in the health sector and gymnastics areas. To compete we must offer a service which is significantly different. We offer a wide range of fitness facilities for all ages and gender and support this with well trained personal instructors who monitor all participants on a regular basis. Gymnastically, we provide tailored training from preschool to adult and pride ourselves on integrating all abilities and giving equal access to all. We believe that success in competition across a wide front, together with increasing involvement with higher echelons of the UK gymnastics infrastructure is a key part of our strategy.

We are conscious of the need to build resilience into the finances and over the last twelve months, we have assessed all major areas of spend and have restructured to improve the financial situation, however the loss of five months of income due to Covid closures has put back our plans in the section.

Approved by order of the board of trustees on 30th May 2023 and signed on its behalf by:

Mr S Deeley - Trustee

**Independent Examiner's Report to the Trustees of
Crewe & Nantwich Gymnastics &
Communities Activities Association**

Independent examiner's report to the trustees of Crewe & Nantwich Gymnastics & Communities Activities Association

I report to the charity trustees on my examination of the accounts of Crewe & Nantwich Gymnastics & Communities Activities Association (the Trust) for the year ended 31st August 2022.

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.



Timothy McNeal FCA
Institute of Chartered Accountants in England and Wales
Hardings
Chartered Accountants
6 Marsh Parade
Newcastle-under-Lyme
Staffordshire
ST5 1DU

30th May 2023

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Statement of Financial Activities
for the Year Ended 31st August 2022**

	Notes	Unrestricted fund £	Restricted fund £	31/8/22 Total funds £	31/8/21 Total funds £
Income and endowments from					
Charitable activities					
Income		708	-	708	83,805
Other trading activities	2	186,949	-	186,949	119,361
Investment income	3	2	-	2	3
Total		187,659	-	187,659	203,169
 Expenditure on					
Raising funds	4	219,596	2,503	222,099	213,152
NET INCOME/(EXPENDITURE)		(31,937)	(2,503)	(34,440)	(9,983)
 Reconciliation of funds					
Total funds brought forward		17,658	227,714	245,372	255,355
Total funds carried forward		(14,279)	225,211	210,932	245,372

The notes form part of these financial statements

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Balance Sheet
31st August 2022**

	Notes	Unrestricted fund £	Restricted fund £	31/8/22 Total funds £	31/8/21 Total funds £
Fixed assets					
Tangible assets	8	87,368	225,211	312,579	319,989
Current assets					
Stocks	9	413	-	413	415
Debtors	10	943	-	943	355
Cash at bank and in hand		4,025	-	4,025	34,896
		<u>5,381</u>	<u>-</u>	<u>5,381</u>	<u>35,666</u>
Creditors					
Amounts falling due within one year	11	(44,587)	-	(44,587)	(32,782)
Net current assets		<u>(39,206)</u>	<u>-</u>	<u>(39,206)</u>	<u>2,884</u>
Total assets less current liabilities		48,162	225,211	273,373	322,873
Creditors					
Amounts falling due after more than one year	12	(62,441)	-	(62,441)	(77,501)
NET ASSETS		<u>(14,279)</u>	<u>225,211</u>	<u>210,932</u>	<u>245,372</u>
Funds	14				
Unrestricted funds				(14,279)	17,658
Restricted funds				225,211	227,714
Total funds				<u>210,932</u>	<u>245,372</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 30th May 2023 and were signed on its behalf by:

Mr S Deeley - Trustee

**Notes to the Financial Statements
for the Year Ended 31st August 2022**

1. 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.

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.

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.

Freehold property	- over the expected useful economic life
Fixtures and fittings	- 15% on reducing balance

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

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.

**Notes to the Financial Statements - continued
for the Year Ended 31st August 2022**

2. Other trading activities

	31/8/22	31/8/21
	£	£
Donations & fundraising events	2,309	25
Shop sales	2,312	1,526
Fees	181,983	117,620
Room letting	345	190
	<u>186,949</u>	<u>119,361</u>

3. Investment income

	31/8/22	31/8/21
	£	£
Deposit account interest	2	3
	<u>2</u>	<u>3</u>

4. Raising funds

Raising donations and legacies

	31/8/22	31/8/21
	£	£
Support costs	220,039	212,259
	<u>220,039</u>	<u>212,259</u>

5. Trustees' remuneration and benefits

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

Trustees' expenses

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

6. Staff costs

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

	31/8/22	31/8/21
Staff	20	21
	<u>20</u>	<u>21</u>

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

Notes to the Financial Statements - continued
for the Year Ended 31st August 2022

7. Comparatives for the statement of financial activities

	Unrestricted fund £	Restricted fund £	Total funds £
Income and endowments from			
Charitable activities			
Income	83,805	-	83,805
Other trading activities	119,361	-	119,361
Investment income	3	-	3
Total	203,169	-	203,169
Expenditure on			
Raising funds	209,892	3,260	213,152
NET INCOME/(EXPENDITURE)	(6,723)	(3,260)	(9,983)
Reconciliation of funds			
Total funds brought forward	24,381	230,974	255,355
Total funds carried forward	17,658	227,714	245,372

8. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Totals £
Cost			
At 1st September 2021	280,783	374,236	655,019
Additions	-	3,897	3,897
At 31st August 2022	280,783	378,133	658,916
Depreciation			
At 1st September 2021	26,182	308,848	335,030
Charge for year	1,055	10,252	11,307
At 31st August 2022	27,237	319,100	346,337
Net book value			
At 31st August 2022	253,546	59,033	312,579
At 31st August 2021	254,601	65,388	319,989

**Notes to the Financial Statements - continued
for the Year Ended 31st August 2022**

9. Stocks

	31/8/22	31/8/21
	£	£
Stocks	413	415
	<u> </u>	<u> </u>

10. Debtors: amounts falling due within one year

	31/8/22	31/8/21
	£	£
Trade debtors	825	155
Other debtors	97	179
VAT	21	21
	<u> </u>	<u> </u>
	943	355
	<u> </u>	<u> </u>

11. Creditors: amounts falling due within one year

	31/8/22	31/8/21
	£	£
Bank loans and overdrafts (see note 13)	14,084	16,909
Trade creditors	9,486	7,088
Taxation and social security	6,776	749
Other creditors	14,241	8,036
	<u> </u>	<u> </u>
	44,587	32,782
	<u> </u>	<u> </u>

12. Creditors: amounts falling due after more than one year

	31/8/22	31/8/21
	£	£
Bank loans (see note 13)	62,441	77,501
	<u> </u>	<u> </u>

13. Loans

An analysis of the maturity of loans is given below:

	31/8/22	31/8/21
	£	£
Amounts falling due within one year on demand:		
Bank loans	14,084	16,909
	<u> </u>	<u> </u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	5,581	15,059
	<u> </u>	<u> </u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	56,860	62,442
	<u> </u>	<u> </u>

Notes to the Financial Statements - continued
for the Year Ended 31st August 2022

14. Movement in funds

	At 1/9/21 £	Net movement in funds £	At 31/8/22 £
Unrestricted funds			
General fund	17,658	(31,937)	(14,279)
Restricted funds			
Other	227,714	(2,503)	225,211
TOTAL FUNDS	<u>245,372</u>	<u>(34,440)</u>	<u>210,932</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	187,659	(219,596)	(31,937)
Restricted funds			
Other	-	(2,503)	(2,503)
TOTAL FUNDS	<u>187,659</u>	<u>(222,099)</u>	<u>(34,440)</u>

Comparatives for movement in funds

	At 1/9/20 £	Net movement in funds £	At 31/8/21 £
Unrestricted funds			
General fund	24,381	(6,723)	17,658
Restricted funds			
Other	230,974	(3,260)	227,714
TOTAL FUNDS	<u>255,355</u>	<u>(9,983)</u>	<u>245,372</u>

Notes to the Financial Statements - continued
for the Year Ended 31st August 2022

14. Movement in funds - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	203,169	(209,892)	(6,723)
Restricted funds			
Other	-	(3,260)	(3,260)
TOTAL FUNDS	<u>203,169</u>	<u>(213,152)</u>	<u>(9,983)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/9/20 £	Net movement in funds £	At 31/8/22 £
Unrestricted funds			
General fund	24,381	(38,660)	(14,279)
Restricted funds			
Other	230,974	(5,763)	225,211
TOTAL FUNDS	<u>255,355</u>	<u>(44,423)</u>	<u>210,932</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	390,828	(429,488)	(38,660)
Restricted funds			
Other	-	(5,763)	(5,763)
TOTAL FUNDS	<u>390,828</u>	<u>(435,251)</u>	<u>(44,423)</u>

**Notes to the Financial Statements - continued
for the Year Ended 31st August 2022**

15. Related party disclosures

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

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Detailed Statement of Financial Activities
for the Year Ended 31st August 2022**

	31/8/22 £	31/8/21 £
Income and endowments		
Other trading activities		
Donations & fundraising events	2,309	25
Shop sales	2,312	1,526
Fees	181,983	117,620
Room letting	345	190
	<hr/> 186,949	<hr/> 119,361
Investment income		
Deposit account interest	2	3
Charitable activities		
Grants	708	83,805
	<hr/>	<hr/>
Total incoming resources	187,659	203,169
 Expenditure		
Other trading activities		
Purchases	2,060	893
Support costs		
Management		
Wages	146,502	146,999
Rates and water	9,470	3,557
Insurance	5,915	5,730
Light and heat	18,980	10,385
Telephone	891	888
Printing, postage, stationery and advertising	312	1,403
Cleaning and sundries	3,106	4,350
Travel expenses	4,634	1,944
Repairs, renewals and maintenance	9,687	15,772
Depreciation of tangible and heritage assets	11,307	12,000
Bank interest and charges	2,283	2,223
Loan interest	3,457	2,341
	<hr/> 216,544	<hr/> 207,592
Governance costs		
Accountancy and legal fees	3,495	4,667
	<hr/>	<hr/>
Total resources expended	222,099	213,152
	<hr/>	<hr/>
Net expenditure	<u>(34,440)</u>	<u>(9,983)</u>