

**CRICKLADE & DISTRICT COMMUNITY ASSOCIATION  
CRICKLADE LEISURE CENTRE  
STONES LANE  
CRICKLADE  
SWINDON  
WILTSHIRE**

**REGISTERED NUMBER  
6608568**

**REPORT AND FINANCIAL STATEMENTS  
FOR THE PERIOD  
2ND JUNE 2008 TO 31ST MARCH 2009**

**CRICKLADE & DISTRICT COMMUNITY ASSOCIATION**

**REPORT AND FINANCIAL STATEMENTS  
FOR THE PERIOD 2ND JUNE 2008 TO 31ST MARCH 2009**

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CRICKLADE & DISTRICT COMMUNITY ASSOCIATION

INCORPORATED	England on 2nd June 2008
COMPANY NUMBER	6608568
CHARITY NUMBER	1125605
TRUSTEES	Nicholas Robert Carter appointed 3rd June 2008 Nicholas John Francis Dye appointed 3rd June 2008 John Frank Webb Sweet appointed 3rd June 2008 Lisa Bell appointed 21st October 2008 Peter Hansen appointed 21st October 2008 Depak Lal appointed 21st October 2008 John Robert Simmons appointed 28th April 2009 Gary Walker appointed 28th April 2009
GENERAL MANAGER	Gary Walker
REGISTERED OFFICE	Stones Lane Cricklade Swindon Wiltshire SN6 6JW
BANKERS	Lloyds TSB Limited
INDEPENDENT EXAMINER	C. Vaughan F.C.A. Reeves & Co Argyle Commercial Centre Argyle Street Swindon Wiltshire SN2 8AR
SOLICITORS	None appointed

## CRICKLADE & DISTRICT COMMUNITY ASSOCIATION

### TRUSTEES' RESPONSIBILITIES

Company law requires the trustees to prepare financial statements, which give a true and fair view of the state of affairs of the charitable company and of the surplus or deficit of the charitable company for that period. In preparing those financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- Follow applicable accounting standards, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

In addition to complying with companies' legislation the trustees are also required to have regard to the Statement of Recommended Practice, *Accounting and Reporting by Charities 2005 (Revised 2008)* (the SORP), published by the Charity Commissioners for England and Wales. The trustees should follow that statement insofar as compliance with it does not contradict any requirement of the Companies Act 2006 by supplementing the requirements of that Act.

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

## CRICKLADE & DISTRICT COMMUNITY ASSOCIATION

### TRUSTEES' REPORT FOR THE YEAR ENDED TO 31ST MARCH 2009

The trustees present their report and the financial statements for the period ended 31st March 2009.

#### Structure, Governance and Management

Cricklade & District Community Association is a charity, established on 26<sup>th</sup> August 2008. It became charitable company, limited by guarantee on the 2<sup>nd</sup> June 2008. The charitable company was established under Memorandum of Association, which sets out the objects and powers of the charitable company and is governed under its Articles of Association.

Members support the aims of the organisation and are invited to the Annual General Meeting. Members elect the trustees or members of the management committee and these individuals are also company directors. In the event of the charitable company being wound up, members are required to contribute an amount not exceeding £10. As at 31<sup>st</sup> March 2009 there were 17 members.

#### Recruitment and Appointment of Trustees

The directors of the charitable company are also charity trustees for the purposes of charity law and, under the company's Articles, are known as trustees.

As set out in the Articles of Association the Board of Trustees should consist of a minimum of three and a maximum of ten trustees. Trustees shall stand down for re-election at each Annual General Meeting. A third of trustees each year will retire at the Annual General Meeting. When recruiting new trustees the Board pays regard to the requirement for any specialist skills needed.

Business, social care, financial and human resources skills are well represented on the management committee. In an effort to maintain a broad skill mix, members of the Board of Trustees are requested to provide an outline of their skills and, in the event of particular skills being lost due to retirements, individuals are approached to offer themselves for election to the Board.

#### Risk Management

The trustees regularly review the major risks to which the charity is exposed. The trustees have assessed the charity's main risk as any threat to its liquidity. They have instituted procedures to review the situation on a frequent basis and to monitor trends in order to ensure that sufficient funds are being received to run the charity so that early action can be taken if there is a shortfall.

Significant external risks to funding have led to the development of a strategic plan which will allow for the diversification of funding and activities. Internal risks are minimized by the implementation of procedures for authorization of all transactions and projects, and to ensure consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure that they still meet the needs of the organization.

In addition to the above the charity is involved in an area of work in which it is essential, for the protection of those served by the charity, that employment procedures are in place to minimise risk both to the charity's beneficiaries and the employees themselves. For this reason, before any prospective employee is engaged by the charity, comprehensive checks are conducted by way of reference to the Criminal Records Bureau, previous references and an induction programme.

## CRICKLADE & DISTRICT COMMUNITY ASSOCIATION

### TRUSTEES' REPORT FOR THE YEAR ENDED TO 31ST MARCH 2009

#### Organisational Structure

The Board of Trustees meets as required and appoints sub committees as and when appropriate to address specific issues. A General Manager is appointed by the trustees to manage the day to day operations of the charity and to develop and implement longer term strategies as agreed by the Board. To facilitate effective operations the General Manager has delegated authority within terms of delegation approved by the trustees for operational matters; and, in turn, delegated authority is given to the approved committees to carry out their functions.

#### Objectives and Activities

Cricklade & District Community Association provides sports and recreational facilities to residents in Cricklade and the surrounding area.

The objectives of the charity are to:

- To promote the benefit of the inhabitants of Cricklade (in the County of Wiltshire) and the neighborhood (hereinafter called "the area of benefit") without distinction of sex or of 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 and for the advancement of amateur sport, recreation and leisure time occupations with the object of improving the conditions of life for the said inhabitants.
- To maintain a community centre (hereinafter called "the centre") and to maintain and manage, or to co-operate with any local statutory authority in the maintenance and management of, such a centre for activities promoted by the Association and its constituent bodies in furtherance of the above objects.

#### Public Benefit

In planning our activities for the period we kept in mind the Charity Commission guidance on public benefit at our trustee meetings.

The leisure centre offers a wide range of facilities and leisure activities for persons of all ages, gender, faith ,backgrounds etc and there are no restrictions whatever whereby any members of the public are excluded from enjoying those facilities except where any potential users of the facilities engage in any form of disruptive or unreasonable behaviour. Our tariffs are set at levels which are affordable to the whole community and we welcome all potential users of the centre. We believe that our philosophy of openness to all enriches everyone through the sharing of skills and aptitudes and through the general social interaction available at the centre.

#### Accounting Periods

The company was incorporated on 2<sup>nd</sup> June, although the control of the company did not pass from the previous group to the new Trustees until 1<sup>st</sup> October 2008. These accounts reflect the date from incorporation, but only include the transactions from 1<sup>st</sup> October 2008 until the 31<sup>st</sup> March 2009.

#### Property

Cricklade & District Community Association has a lease with North Wiltshire District Council, for the occupation of the leisure centre. This lease was from 30<sup>th</sup> August 1991 for a period of 25 years. However we are in discussion with Wiltshire County Council (the successor organisation), to formally allow this lease to be extended for a further significant period.

#### Pension

Cricklade & District Community Association has an agreement with the Wiltshire Pension Fund, part of the local government pension scheme. This provides for a final salary pension scheme for scheme members, and rates are altered by the scheme to reflect future liabilities. There is one full time staff who is a member of the scheme.

## CRICKLADE & DISTRICT COMMUNITY ASSOCIATION

### TRUSTEES' REPORT FOR THE PERIOD 2ND JUNE 2008 TO 31ST MARCH 2009

#### Achievements and Performance

Cricklade is a thriving and growing community in North Wiltshire. In late 2006, the leisure centre was threatened with closure as part of a strategic plan by North Wiltshire District Council (NWDC) to save money, and to concentrate resources on fewer centres. The local community created an action group, KLIC, and set about a campaign, and creating a business plan to take over the centre and ensure its future viability and hence availability.

In April 2007, a team of volunteers took over a leisure centre which according to an independent report;

- Would spend £293,000 more than in income (excluding NWDC Grant) in 2007/08.
- Had a recurring revenue loss of £170,000 per annum.
- Had a backlog maintenance problem of £250,000 which required addressing over a five year period.
- Had an income to expenditure ratio of 55% - well below the benchmark of 73% for the rest of the centres in North Wilts.
- Had a subsidy of £4 per visit at Cricklade – well above the median of £0.71 - £1.
- Had an annual membership income of £32,000 per annum.

In the two years 2007/08 and 2008/09, thanks to the efforts of the local population and volunteers and to grants of £60,000 and £70,000 from North Wilts District Council, and £20,000 and £10,000 from Cricklade Town Council– the Cricklade centre has flourished. The team has taken the centre forward, and as such, if we were writing the same report as above, Cricklade Leisure Centre has;

- Spent £25,000 and £86,000 more than income (excluding NWDC Grant) for 2007/08 and 2008/09.
- Established a recurring budget in this business plan, demonstrating a small recurring surplus over the 5 years.
- Developed plans which turn backlog maintenance into improvements, to increase revenue and footfall, with a capital aspiration of around £300,000 over the next five years.
- Produced an income to expenditure ratio of 79% in 2008/09 – well above the benchmark – with the potential to get it above 100% in future.
- Provided services with a subsidy per visit of around only £1.
- Nearly TREBLED annual membership income from £32,000 to the current level of £86,000.

By all measures a success!

In June 2008 we succeeded in registering as a charitable limited company – and have a skilled range of directors and trustees to support the running and future direction of the centre. On 1st October 2008 the assets and liabilities of Cricklade & District Community Association were transferred to the charitable company.

Whilst the year ended 2009, saw us dip into our reserves made during 2008, we have developed a 5 year business plan, which secures the medium term future of the Leisure Centre.

## CRICKLADE & DISTRICT COMMUNITY ASSOCIATION

### TRUSTEES' REPORT FOR THE PERIOD 2ND JUNE 2008 TO 31ST MARCH 2009

#### Financial Review

The company was incorporated on 2nd June, although the control of the company did not pass from the previous group to the new Trustees until 1st October 2008. These accounts reflect the date from incorporation, but only include the transactions from 1st October 2008 until the 31st March 2009.

The total incoming resources for the period ended 31st March 2009 amounted to £226815.

Total expenditure during the period amounted to £235384. This consisted mainly of cost of staffing, supervising and employing counselors and trainers managing the operation and maintaining the premises.

The deficit for the period amounted to £8569. Net assets at the end of the financial period amounted to £19629 held in unrestricted reserves.

Whilst the result for the year shows a deficit, this has masked decisions taken to reinvest some of our brought forward reserves on improving the centre.

We have taken action from March 2009, to ensure financial health for 2009/2010.

Our continued future is reliant on grant support from the local council. We have developed and are presenting a five year plan to the council, which will;

- Secure a 5 year grant commitment, which will allow us to plan accordingly.
- Provide investment in the existing infrastructure, which will over time reduce the reliance on the annual grant.
- Show the council that the centre has a long term, viable future.

#### Reserves Policy

The trustees aim towards a position whereby the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be sufficient to cover between three and six months of resources expended.

#### Investment Policy

The charity's excess funds have historically been held in a Reserve Account with the charity's bankers. The current account is regularly reviewed and any funds not needed in the short term are invested in the long-term, higher interest, business/reserve account.

#### Plans for Future Periods

The trustees aim to continue to consolidate the progress made in the first period of activity by building up the existing business, publicising the Association's services and seeking to provide improved facilities to the leisure centre. Although this may prove to be increasingly difficult in current economic conditions, the trustees remain positive about the future, challenging though it will be.

This report has been prepared in accordance with the special provisions of Part 16 of the Companies Act 2006 relating to small companies.

On Behalf of the Trustees

Dated 5th October 2009

## CRICKLADE & DISTRICT COMMUNITY ASSOCIATION

### INDEPENDENT EXAMINER'S REPORT

To the Trustees of Cricklade & District Community Association.

I report on the financial statements of the charitable company for the period ended 31st March 2009.

#### Respective responsibilities of Trustees and Examiner

The trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements. The trustees consider that an audit is not required for this period under section 43(2) of the Charities Act 1993 (the 1993 Act) and that an independent examination is needed. The charity's gross income exceeded £250000 (annualised). I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to;

- examine the financial statements under section 43 of the 1993 Act;
- follow the procedures laid down in the General Directions given by the Charity Commission under Section 43(7) (b) of the 1993 Act; and
- to state whether particular matters have come to my attention.

#### Basis of Independent Examiner's Report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, and the seeking of explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, no opinion is given as to whether the financial statements present a "true and fair view" and the report is limited to those matters set out in the statement below.

#### Independent Examiner's Statement

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that, in any material respect, the requirements:
  - to keep accounting records in accordance with Section 386 of the Companies Act 2006; and
  - to prepare financial statements which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met; or
- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.

C. Vaughan F.C.A  
Institute of Chartered Accountants in England and Wales  
Argyle Commercial Centre  
Argyle Street  
Swindon  
SN2 8AR

7th October 2009

CRICKLADE & DISTRICT COMMUNITY ASSOCIATION

STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE PERIOD 2ND JUNE 2008 TO 31ST MARCH 2009

	<u>Note</u>	Unrestricted <u>Funds</u> (6 months)	<u>Total</u> (6 months)
<u>Incoming Resources</u>			
<u>Incoming Resources from Generated Funds</u>			
Voluntary Income:			
Donations and Gifts		4980	4980
Grants	2	5000	5000
Activities for Generating Funds	3	78760	78760
Investment Income	4	257	257
<u>Incoming Resources from Charitable Activities</u>			
Activity Sales and Fees Receivable		137818	137818
Total Incoming Resources		<u>£226815</u>	<u>£226815</u>
<u>Resources Expended</u>			
<u>Costs of Generating Funds</u>	5	29734	29734
<u>Charitable Activities</u>		202786	202786
<u>Governance Costs</u>		2864	2864
Total Resources Expended		<u>£235384</u>	<u>£235384</u>
<u>Net Income/ Expenditure for the Period</u>		(8569)	(8569)
Fund Balances Transferred from Cricklade & District Community Association		28198	28198
Fund Balances Carried Forward	10	<u>£19629</u>	<u>£19629</u>

**CRICKLADE & DISTRICT COMMUNITY ASSOCIATION**

**BALANCE SHEET AS AT 31ST MARCH 2009**

	<u>Note</u>	
<u>FIXED ASSETS</u>		
Tangible Fixed Assets	6	31599
<u>CURRENT ASSETS</u>		
Stock	7	1285
Debtors	8	1342
Cash at Bank and in Hand		<u>63980</u>
		<u>£66607</u>
<u>CREDITORS: Amounts falling due</u> <u>within one year</u>	9	<u>£78577</u>
<u>NET CURRENT LIABILITIES</u>		(11970)
<u>TOTAL ASSETS LESS CURRENT LIABILITIES</u>		<u>£19629</u>
<u>RESERVES</u>		
Unrestricted Funds	10	19629
		<u>£19629</u>

For the financial period ended 31st March 2009, the charitable company was entitled to exemption from audit under section 477 Companies Act 2006; and no notice has been deposited under section 476. The directors/trustees acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the year and of its incoming resources and resources expended for the financial year, in accordance with the requirements of section 396 and which otherwise comply with the requirements of the Companies Act 2006, so far as applicable to the charitable company.

The financial statements have been prepared in accordance with the special provisions of Part 16 of the Companies Act 2006 relating to small companies and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

Approved by the Board on 7th October 2009

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 )  
 ) Trustees  
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## CRICKLADE & DISTRICT COMMUNITY ASSOCIATION

### NOTES TO THE FINANCIAL STATEMENTS

#### 1. ACCOUNTING POLICIES

##### a) Basis of Accounting

The financial statements have been prepared under the Historical Cost Convention and in accordance with the Standard of Recommended Practice, *Accounting and Reporting by Charities 2005 (Revised 2008)* and with the Financial Reporting Standard for Smaller Entities (effective April 2008)

##### b) Voluntary Income

Voluntary income is received by way of donations and grants and is included in full in the income and expenditure account when received.

##### c) Investment Income

Investment income is recognised on a receivable basis.

##### d) Grants

Grants receivable and payable are included in the financial statements when received or paid. Where grants are received or made for a defined period, or are subject to conditions which must be met before the charity has unconditional entitlement, any amounts relating to a period extending beyond the charity's accounting date are deferred.

##### e) Restricted and Unrestricted Funds

The financial statements distinguish between restricted and unrestricted funds. The former are received from donors and are subject to restrictions on the purposes for which they may be used.

The cost of raising and administering such funds are charged against the specific fund.

Unrestricted funds are those where there are no externally imposed restrictions. They include those freely available to the charity for expenditure or appropriation to reserves for internally designated purposes.

##### f) Depreciation

Depreciation is calculated to write off the cost, less estimated residual values, of tangible fixed assets over their expected useful lives, as follows:

Property Improvements	15%	Straight Line Method
Office Equipment	20%	Reducing Balance Method
Leisure Equipment	15%	Reducing Balance Method
Bar Equipment	20%	Reducing Balance Method

##### g) Taxation

The charity is exempt from Corporation Tax under the provisions of section 505 Income and Corporation Taxes Act 1988. Consequently no provision for deferred taxation is required.

##### h) Resources Expended

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Costs of generating funds comprise the costs associated with attracting voluntary income.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. floor areas, per capita or estimated usage as set out in Note 7.

## CRICKLADE & DISTRICT COMMUNITY ASSOCIATION

### NOTES TO THE FINANCIAL STATEMENTS

#### 2. GRANTS

Cricklade Town Council	£ <u>5000</u>
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#### 3. ACTIVITIES FOR GENERATING FUNDS

Membership Fees	43808
Bar and Coffee Shop Sales	19751
Room Hire	13037
Miscellaneous Income	<u>2164</u>
	£ <u>78760</u>

#### 4. INVESTMENT INCOME

Bank Interest Receivable	£ <u>257</u>
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**CRICKLADE & DISTRICT COMMUNITY ASSOCIATION**

**NOTES TO THE FINANCIAL STATEMENTS**

**5. RESOURCES EXPENDED**

<u>Basis of Allocation</u>	<u>Activities for Generating Funds</u>	<u>Activity Sales and Fees Receivable</u>	<u>Governance</u>	<u>Total</u>
<u>Costs directly allocated to activities</u>				
Bar and Coffee Shop Purchases	15220			15220
Activity Costs	11132	2674		2674
Wages	<u>£26352</u>	<u>102156</u>		<u>113288</u>
		<u>£104830</u>	£-	<u>£131182</u>
<u>Support Costs allocated to activities</u>				
Administration Salaries		19892		19892
Postage and Stationery		1393		1393
Computer Expenses		1958		1958
Telephone		774		774
Advertising		1535		1535
Rent	34	652		686
Rates and Water	207	3930		4137
Light and Heat	1269	24119		25388
Repairs and Renewals	1096	20817		21913
Travelling Expenses		363		363
Insurance	137	2604		2741
Bank Charges			147	147
Legal and Professional Fees			2717	2717
Equipment Hire		2674		2674
Cleaning Expenses	29	559		588
Miscellaneous Expenses		14468		14468
Depreciation	<u>610</u>	<u>2218</u>		<u>2828</u>
	<u>£3382</u>	<u>£97956</u>	<u>£2864</u>	<u>£104202</u>
<b>Total Resources Expended</b>	<u>£29734</u>	<u>£202786</u>	<u>£2864</u>	<u>£235384</u>

**CRICKLADE & DISTRICT COMMUNITY ASSOCIATION**

**NOTES TO THE FINANCIAL STATEMENTS**

**6. TANGIBLE FIXED ASSETS**

	<u>Total</u>	<u>Property Improvements</u>	<u>Office Equipment</u>	<u>Leisure Equipment</u>	<u>Bar Equipment</u>
Cost					
Transferred from Cricklade & District Community Association	27477	10638	3169	8184	5486
Additions	<u>6950</u>	<u>5411</u>	<u>559</u>	<u>368</u>	<u>612</u>
	<u>£34427</u>	<u>£16049</u>	<u>£3728</u>	<u>£8552</u>	<u>£6098</u>
Depreciation					
Charge for the Period	<u>£2828</u>	<u>£1204</u>	<u>£373</u>	<u>£641</u>	<u>£610</u>
Net Book Amount					
At 31st March 2009	<u>£31599</u>	<u>£14845</u>	<u>£3355</u>	<u>£7911</u>	<u>£5488</u>

**7. STOCK**

Stock comprises goods for resale and is valued at the lower of cost and estimated net realisable value. Cost is determined on a first-in, first-out basis. Net realisable value is based on estimated selling price, less any further costs of realisation.

**8. DEBTORS**

Trade Debtors £1342

**9. CREDITORS: Amounts falling due within one year**

Trade Creditors 14868  
 Taxation and Social Security Costs 4535  
 Accruals and Deferred Income 59174  
£78577

**10. ANALYSIS OF MOVEMENT OF FUNDS**

	Balance 1st April 2008	Net Incoming Resources	Balance 31st March 2009
<u>Unrestricted Funds</u>			
General Fund	<u>£28198</u>	<u>£(8569)</u>	<u>£19629</u>
Total Charity Funds	<u>£28198</u>	<u>£(21923)</u>	<u>£19629</u>

## CRICKLADE & DISTRICT COMMUNITY ASSOCIATION

### NOTES TO THE FINANCIAL STATEMENTS

#### 11. STAFF COSTS

The average number of persons employed by the charity during the year was 22 and the aggregate payroll costs for the period amounted to £133180.

No employee was in receipt of remuneration in excess of £60000 during the period.

Aggregate payroll costs are analysed as follows:

Gross Salaries	125959
Employer's National Insurance	6261
Pension Contributions	<u>960</u>
	<u>£133180</u>

The average number of full-time equivalent employees of the charity analysed as follows:

Activities	20
Management	<u>2</u>
	<u>22</u>

No expenses were paid to trustees of the charity during the year.

#### 12. CONTROL

The charitable company is controlled by its trustees who are named on page 1. No individual exercises overall control.