NORTHWAY DISTRICT COMMUNITY ASSOCIATION

FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 DECEMBER 2025

The MGroup Partnership
Chartered Certified Accountants
C9 Glyme Court. Oxford Office Village
Langford Lane
Kidlington
Oxford
OX5 1LQ

Registered Charity Number: 304344

NORTHWAY DISTRICT COMMUNITY ASSOCIATION

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

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NORTHWAY DISTRICT COMMUNITY ASSOCIATION

CHARITY INFORMATION
FOR THE YEAR ENDED 31 DECEMBER 2025

MANAGEMENT COMMITTEE

D Telahun
C Hibbins - Chairman
R Shelton
L Taylor
E Corbett
P Elliott

SECRETARY

G Bellinger

REGISTERED OFFICE

45 Dora Carr Close
Headington
Oxford
OX3 9RF

CHARITY REGISTRATION NUMBER

304344

ACCOUNTANTS

The MGroup Partnership
Chartered Certified Accountants
C9 Glyme Court
Oxford Office Village
Langford Lane
Kidlington
Oxford
OX5 1LQ

BANKERS

Barclays Bank Plc
Leicester
LE87 2BB

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2025

The Trustees present their annual report with the financial statements of The Charity for the year ended 31 December 2025.

TRUSTEES

The following Trustees served on the Management Committee during the year:-

D Telahun
C Hibbins - Chairman
R Shelton
L Taylor
E Corbett
P Elliott

The Management Committee aim to meet at least quarterly to discuss The Charity's affairs.

STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENT

Northway District Community Association is a registered charity (Registration Number 304344) and is governed by a Deed of Trust.

APPOINTMENT OF MANAGEMENT COMMITTEE MEMBERS

Management Committee members are elected or appointed on an annual basis, with officers being elected from the membership of the Management Committee. All members of the Management Committee are trustees.

REFERENCE AND ADMINISTRATIVE DETAILS

The principal office of Northway District Community Association or Northway Community Association (working name) is:

45 Dora Carr Close
Headington
Oxford
OX3 9RF

RISK MANAGEMENT

The Trustees regularly review the major risks to which The Charity is exposed and try to mitigate those risks where possible. A key focus remains the financial sustainability of The Charity, particularly in the context of rising operational costs and increasing compliance and repair obligations associated with the building from which it operates.

During 2025, The Charity has faced additional financial pressures following the loss of income and support historically associated with the closing of Northway Social Club Ltd. This reduction in funding has created a gap in available resources, increasing reliance on income generated through hall hire, grants, and fundraising activities.

In addition, the lease arrangements for the commercial subletting of the first and second floors came to an end during the year. As a result, The Charity no longer receives rental income from these spaces, creating a substantial shortfall in expected income and placing increased pressure on The Charity's ability to meet its fixed operating costs.

This loss of commercial income, combined with rising energy and maintenance costs, presents a significant ongoing financial risk. The Charity is currently more reliant on hall hire, grants, and fundraising activity, all of which can fluctuate and are not guaranteed.

Further risks include:

- Continued increases in energy and utility costs
- High and unpredictable building maintenance and lifecycle costs
- Dependence on grant funding and voluntary income streams
- Reliance on a small number of volunteers and Trustees for operational delivery

To mitigate these risks, The Trustees are actively:

- Exploring additional and diversified income streams
- Strengthening partnerships with local organisations and funding bodies
- Reviewing pricing structures and cost recovery models
- Building financial reserves where possible
- Monitoring occupancy and lease arrangements for commercial tenants

The Trustees will continue to review risks on an ongoing basis and take appropriate action to safeguard the long-term sustainability of The Charity.

OBJECTIVES AND ACTIVITIES

The object of The Charity remains the enhancement of community life for the inhabitants of Northway and the surrounding neighbourhoods. This is achieved through the provision of accessible community facilities and the promotion of projects and activities of a charitable nature that address social need, improve wellbeing, and encourage community cohesion.

The Community Centre is available for hire by individuals, community groups, and organisations in accordance with the standard hiring agreement and scale of charges set annually by The Trustees. While it remains an objective to recover core operating costs through hire income, The Trustees recognise the increasing financial pressures associated with building operation and maintenance. As such, a balanced approach is maintained between income generation and the provision of subsidised or free access where this supports community benefit.

Community projects are funded through a combination of grants, fundraising, donations, and targeted appeals, with priority given to initiatives that address social isolation, financial hardship, and health and wellbeing.

The Charity operates as an independent association of local residents, governed by a Management Committee comprising elected and co-opted Trustees. Activities include maintaining the Community Centre as a permanent community asset and supporting a diverse range of community-led initiatives, subject to available resources.

PUBLIC BENEFIT

The Trustees have due regard to the guidance issued by the Charity Commission on public benefit. The Charity continues to provide clear and demonstrable public benefit by ensuring that its facilities and services are accessible, inclusive, and responsive to the needs of the local community.

Particular focus is given to reducing barriers to participation, including financial hardship, social isolation, and limited access to services. This is achieved through subsidised access, targeted programmes, and partnerships with organisations supporting vulnerable and underrepresented groups.

ACHIEVEMENTS AND PERFORMANCE

The wider economic climate throughout 2025 has continued to present significant challenges, particularly in relation to rising energy costs and the increasing burden of building maintenance and compliance obligations. Despite these pressures, the Community Centre has remained operational and resilient, continuing to deliver a broad range of services and activities to the local community.

During the year, the Centre has further strengthened its role as a hub for community-led activity. A key priority has been maintaining subsidised and free access to facilities to enable the development and sustainability of grassroots initiatives.

A significant area of impact has been the continued growth of the Northway Together programme. This initiative provides regular free access to warm spaces, social interaction, and free or low-cost meals, helping to address food insecurity and social isolation within the community. The use of the Centre’s commercial kitchen has been central to this work, although it continues to present a financial challenge due to operating costs.

The Centre has maintained and developed partnerships with a range of organisations, including Parasol, Age UK (Tea Books), and Marston Community Gardening. These collaborations have supported a diverse programme of activities focused on wellbeing, inclusion, and community engagement.

ACHIEVEMENTS AND PERFORMANCE (CONTINUED)

The gardening group has continued to thrive, offering residents opportunities for outdoor activity, skills development, and environmental engagement. Similarly, the table tennis group remains a well-attended and valued regular activity, contributing to both physical and social wellbeing.

The partnership with Oxford City Council to deliver youth activities has been successfully embedded during 2025, providing structured and supportive opportunities for young people and strengthening the Centre's offer across all age groups.

In addition to structured programmes, the Centre continues to support a wide range of local users, including private hires for family events. Subsidised access has been maintained where appropriate to ensure affordability and inclusivity.

Looking ahead, The Trustees remain focused on strengthening the long-term sustainability and impact of the Community Centre. Key priorities for the coming year include:

- Supporting both established and emerging community groups through flexible and affordable access to facilities
- Developing sustainable funding models to support high-cost activities, particularly the use of the commercial kitchen
- Expanding partnerships with statutory and voluntary organisations to better meet identified community needs
- Increasing fundraising activity, including grant applications and community-led initiatives
- Improving data collection and impact measurement to better demonstrate outcomes and inform decision-making
- Continuing to review and update policies, governance arrangements, and compliance processes
- Exploring opportunities to improve energy efficiency and reduce operating costs across the building

FINANCIAL REVIEW

The attached financial statements show the current state of the finances.

Income generated from charitable activities saw a decrease on the previous year, while overheads have increased. This has resulted in a small surplus for the year. Previously a covenant agreement has been in place with Northway Social Club Limited, whereby any profit that had been achieved by them would be donated to The Charity. However, Northway Social Club Limited has ceased to trade, therefore no future income or donations will be received.

The year end balance shown on unrestricted income funds amounted to £301,340. It is the policy of The Charity to maintain unrestricted funds, which are the free reserves of The Charity, at a level which equates to approximately 24 months unrestricted expenditure. This provides sufficient funds to cover the ongoing provision of centre facilities, together with the associated support and administration costs, thereby ensuring the continuity of the communal facilities and the promotion of community projects as they arise from time to time.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The Charities Act 2011 requires The Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of The Charity and of the income resources and application of resources, including the income and expenditure, of The Charity for that year.

In preparing these financial statements, The Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and the Charities SORP 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 Charity will continue in operation.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of The Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations and the provisions of the Trust Deed. They are also responsible for safeguarding the assets of The Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as The Trustees are aware:

- there is no relevant independent examination information of which The Charity's independent examiner is unaware; and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant independent examination information and to establish that the independent examiner is aware of that information.

SIGNED ON BEHALF OF THE MANAGEMENT COMMITTEE



C Hibbins
Chairman

Date approved by the Committee: 5 May 2026

NORTHWAY DISTRICT COMMUNITY ASSOCIATION

INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 31 DECEMBER 2025

I report to the trustees on my examination of the accounts of Northway District Community Association for the year ended 31 December 2025, which are set out on pages 8 to 17.

RESPONSIBILITIES AND BASIS OF REPORT

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

I report in respect of my examination of the Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable directions given by the Charity Commission under section 145(5)(b) of the Act.

INDEPENDENT EXAMINER'S STATEMENT

I am qualified to undertake the independent examination by being a member of the Institute of Chartered Accountants in England and Wales (ICAEW), membership number 2639877.

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

(1) the accounting records were not kept in accordance with section 130 of the Act; or

(2) the accounts did not accord with the accounting records; or

(3) the accounts did 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.

For and on behalf of



Chris Denton ICAEW
Independent Examiner
The MGroup Audit Ltd
C9 Glyme Court
Oxford Office Village
Langford Lane
Kidlington
Oxford
OX5 1LQ

5 May 2026

NORTHWAY DISTRICT COMMUNITY ASSOCIATION

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE)
FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Total Funds 2024 £
INCOMING RESOURCES					
Charitable activities					
Activities to further The Charity's objects	4	97,814	-	97,814	112,238
Generated funds					
Interest receivable		4,088	-	4,088	5,658
Donations - rental discount		150,000	-	150,000	150,000
Total incoming resources		251,902	-	251,902	267,896
RESOURCES EXPENDED					
Costs of other activities		-	-	-	-
Charitable activities	5	240,318	1,290	241,608	235,110
Governance costs	6	10,055	-	10,055	10,176
Total resources expended		250,373	1,290	251,663	245,286
Net income / (expenditure)		1,529	(1,290)	239	22,610
Net movement in funds for the year		1,529	(1,290)	239	22,610
Total funds at brought forward		299,811	10,159	309,970	287,360
Total funds at carried forward	14	301,340	8,869	310,209	309,970

The Statement of Financial Activities includes all gains and losses in the year. All incoming resources expended derive from continuing activities.

The notes form part of these financial statements

NORTHWAY DISTRICT COMMUNITY ASSOCIATION

BALANCE SHEET
AS AT 31 DECEMBER 2025

	Notes	2025 £		2024 £	
FIXED ASSETS					
Tangible assets	10		15,665		14,668
CURRENT ASSETS					
Debtors	11	42,407		7,269	
Cash at bank and in hand		308,393		327,246	
		350,800		334,515	
CREDITORS: Amounts falling due within one year	12	56,256		39,213	
NET CURRENT ASSETS			294,544		295,302
TOTAL NET ASSETS			310,209		309,970
FUNDS					
Restricted			8,869		10,159
Unrestricted			301,340		299,811
TOTAL FUNDS	14		310,209		309,970

These accounts were approved by The Trustees on 5 May 2026 and signed on its behalf by the following:

L Taylor
Trustee

C Hibbins
Trustee

The notes form part of these financial statements

1 GENERAL INFORMATION

Northway District Community Association is a registered charity in England and Wales. Its registered office and principal place of business is:

Dora Carr Close
Headington
Oxford
OX3 9RU

The financial statements are presented in Sterling, which is the functional currency of The Charity.

2 STATEMENT OF ACCOUNTING POLICIES

Accounting convention

The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

The following is a summary of the significant accounting policies adopted by The Charity in the preparation of the financial statements.

Northway District Community Association is a public benefit entity.

Cash flow statement

The accounts do not include a cash flow statement because The Charity, as a small reporting entity, is exempt from the requirement to prepare such a statement in accordance with FRS 102.

Going concern

The accounts have been drawn up on the going concern basis following The Trustees' assessment of The Charity's ability to trade for at least 12 months from the date these accounts have been approved. Last year, a social club that rented part of the community associations premises filed for insolvency on 1st November 2024. Further to this, after the year-end the association received a leaving notice period from a health foundation trust who were also occupying a substantial part of the premisies. Both types of rental income represent a significant proportion of the overall income that the community association receive, meaning that the decision regarding going concern has been made having taken into account the loss of major customers. The Trustees have considered the cash reserves which are sufficient to cover the ongoing neccesary expenses and have forecasted that they should be able to do so for the next 2 years.

If the going concern basis was not appropriate, adjustments would have to be made to reduce the value of assets to their recoverable amounts, to provide for additional liabilities that might arise and to reclassify fixed assets as current assets.

2 STATEMENT OF ACCOUNTING POLICIES - continued

Incoming resources

Activities to further the charities objectives are measured at the fair value of consideration received or receivable. They are recognised in respect of hall hire services and rental income as soon as there is a right to consideration and is determined by reference to the value of the work performed. Turnover is stated net of trade discounts and value added tax.

Interest receivable comprises interest received on cash balances held in appropriate interest bearing deposits.

Other income is made up of sales of food and drink at the lunch club and the coffee morning.

Grant income is recognised based on the performance model where conditions are attached to the entitlement of the grant income. Otherwise they are recognised on receipt of the grant income.

Resources expended

Resources expended are included in the Statement of Financial Activities on an accruals basis, exclusive of VAT.

Governance costs include the costs of governance arrangements which relate to the general running of The Charity as opposed to the direct management functions inherent in generating funds to achieve The Charity's charitable objectives.

Tangible fixed assets

Fixed assets are carried at cost less accumulated depreciation and accumulated impairment losses.

Depreciation has been provided at the following rates so as to write off the write off the cost or valuation of the assets less their residual value over their estimated useful lives.

Fixtures and equipment	Straight line basis over fifteen years
Office equipment	Straight line basis over five years

On disposal, the difference between the net disposal proceeds and the carrying amount of the item sold is recognised in the profit and loss account, and included within administrative expenses.

Trade and other debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost, less any impairment.

2 STATEMENT OF ACCOUNTING POLICIES - continued

Trade and other creditors

Short term trade creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost.

Leases

Payments received under operating leases are recognised as income over the lease term on a straight-line basis.

Financial instruments

The Charity only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares.

Financial assets are measured at cost and are assessed at the end of each reporting period for objective evidence of impairment. Where objective evidence of impairment is found, an impairment loss is recognised in the profit and loss account.

The impairment loss for financial assets measured at cost is measured as the difference between an asset's carrying amount and the best estimate, which is an approximation, of the amount that The Charity would receive for the asset if it were to be sold at the reporting date.

Financial assets and liabilities are offset and the net amount reported in the balance sheet when there is an enforceable right to set off the recognised amount and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Fund accounting

Funds held by The Charity are either:

Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of The Trustees.

Designated funds - these are funds that are set aside by The Trustees out of unrestricted general funds for specific future purposes or projects.

Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of The Charity. Restrictions arise when specified by the donor or when the funds are raised for particular restricted purposes.

3 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

A significant accounting estimate has been made by the Management Committee in respect of the donation income of £150,000. This relates to the premises that is donated to The Charity where no rent is payable. The Management Committee deem this to be a reasonable estimate for the market rate of rent that would be payable to a third party.

4 INCOMING RESOURCES FROM ACTIVITIES TO FURTHER THE CHARITY'S OBJECTS

	2025 £	2024 £
Unrestricted income:		
Hall and room lettings	52,517	38,768
Discounts given on room lettings	(17,703)	(15,146)
Occupation licence	-	25,000
Bad debt provision	-	210
Rent	63,000	63,000
Car park income	-	406
	97,814	112,238

5 CHARITABLE ACTIVITIES

Unrestricted expenditure	2025 £	2024 £
Provision of centre facilities:		
Consultancy fees	12,602	14,801
Rent	150,000	150,000
Heat and light	15,117	17,210
Burglar alarm and entry system	518	536
Annual maintenance	876	(143)
Repairs	2,954	2,127
General rates	6,731	2,414
Insurance	2,629	2,573
Cleaning	11,614	16,845
Sundry expenses	70	259
Sinking fund	18,588	6,607
Salaries	15,600	15,600
Bad debt write off	-	2,181
Depreciation	3,019	2,810
	240,318	233,820
Restricted expenditure:		
Depreciation	1,290	1,290
	241,608	235,110

6 GOVERNANCE COSTS

	2025	2023
	£	£
Printing, postage, stationery and advertising	426	646
Telephone	631	681
IT software and consumables	1,298	861
Audit and accountancy fees	7,700	7,988
	10,055	10,176

7 NET INCOMING RESOURCES / (RESOURCES EXPENDED) FOR THE YEAR

		2025	2024
		£	£
This is stated after charging:			
Auditor's remuneration	- audit fees	-	3,000
	- independent examination fees	2,750	-
	- non-audit fees	-	4,988
	- fees payable to associated third party for non-audit services	4,950	-
Depreciation		4,309	4,100

8 STAFF COSTS AND TRUSTEES' REMUNERATION

Staff costs during the year amounted to £15,600 (£15,600 - 2024).

The Trustees did not claim expenses during the year for general amenities (£NIL - 2024).

9 TAXATION ON ORDINARY ACTIVITIES

The association, being a registered charity, is not liable to taxation on its income.

10 TANGIBLE ASSETS

	Fixtures and equipment £	Office equipment £	Total £
Costs			
At 1 January 2025	13,519	18,368	31,887
Additions	-	5,306	5,306
Disposals	-	-	-
At 31 December 2025	13,519	23,674	37,193
Accumulated depreciation			
At 1 January 2025	5,650	11,569	17,219
Charge for year	902	3,407	4,309
Disposals	-	-	-
At 31 December 2025	6,552	14,976	21,528
Net book value			
At 1 January 2025	7,869	6,799	14,668
At 31 December 2025	6,967	8,698	15,665

11 DEBTORS

	2025 £	2024 £
Trade debtors	24,374	3,604
Prepayments and accrued income	2,789	3,665
Other debtors	15,244	-
	42,407	7,269

12 CREDITORS: amounts falling due within one year

	2025 £	2024 £
Trade creditors	692	1,309
Taxation and social security	320	684
Accruals and deferred income	45,144	8,220
Other creditors	10,100	29,000
	56,256	39,213

13 CONTINGENCIES AND COMMITMENTS

Contingent liability

The Charity leases the property in which they operate and is responsible for dilapidation expenses at the end of the lease. A base service cost and formula for increasing by the Retail Price Index is quoted in the lease and is accrued for annually in the form of a sinking fund, by The Charity. The sinking fund has been paid up to 31 March 2025, therefore there is an amount to accrue in these accounts of £14,283 (2024 - £NIL). This base service cost covers repairs and maintenance of the property and replacement of fixtures, which would usually be expected to be part of the dilapidation costs. At the end of the lease there will be an independent review of any additional dilapidation expenses, but a reliable estimate cannot be obtained of this amount. The lease is over a 25 year period and began in December 2016.

14 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted general funds	Restricted funds	Total 2025
	£	£	£
Tangible fixed assets	12,162	3,503	15,665
Cash at bank and in hand	303,027	5,366	308,393
Other net current (liabilities) / assets	(13,849)	-	(13,849)
	301,340	8,869	310,209

15 RELATED PARTY TRANSACTIONS

The following related party transactions have taken place during the period:

Consultancy fees of £12,602 (2024 - £14,801) have been paid to The Charity's secretary, in respect of IT and property management consultancy services. The fees payable are not in respect of secretarial duties carried out.

The secretary has also drawn a salary from The Charity of £8,000 in the year. The Charity payroll scheme was introduced in January 2024.

16 STATEMENT OF FINANCIAL ACTIVITIES - COMPARATIVE FIGURES BY FUND-TYPE

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
INCOMING RESOURCES			
Charitable activities			
Activities to further The Charity's objects	112,238	-	112,238
Generated funds			
Interest receivable	5,658	-	5,658
Donations - rental discount	150,000	-	150,000
Total incoming resources	267,896	-	267,896
RESOURCES EXPENDED			
Charitable activities	233,820	1,290	235,110
Governance costs	10,176	-	10,176
Total resources expended	243,996	1,290	245,286
Net income / (expenditure)	23,900	(1,290)	22,610
Net movement in funds for the year	23,900	(1,290)	22,610
Total funds brought forward	275,911	11,449	287,360
Total funds carried forward	299,811	10,159	309,970

NORTHWAY DISTRICT COMMUNITY ASSOCIATION

DETAILED INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 DECEMBER 2025

	2025 £		2024 £	
INCOME				
Charitable activities				
Room and hall hire	52,517		38,768	
Discounts given	(17,703)		(15,146)	
Occupation licence	-		25,000	
Bad debt provision	-		210	
Rent	63,000		63,000	
Car park income	-		406	
		97,814		112,238
Generated funds				
Donations - rental discount	150,000		150,000	
Interest receivable	4,088		5,658	
		154,088		155,658
		251,902		267,896
EXPENDITURE				
Consultancy fees	12,602		14,801	
Rent	150,000		150,000	
Salaries	15,600		15,600	
Printing, postage, stationery and advertising	426		646	
Telephone	631		681	
IT software and consumables	1,298		861	
Insurance	2,629		2,573	
Cleaning	11,614		16,845	
Annual maintenance	876		(143)	
Repairs	2,954		2,127	
Sinking fund	18,588		6,607	
General rates	6,731		2,414	
Heat and light	15,117		17,210	
Burglar alarm and entry system	518		536	
Audit and accountancy fees	7,700		7,988	
Bad debt write off	-		2,181	
Sundry expenses	70		259	
Depreciation	4,309		4,100	
		251,663		245,286
Surplus / (Deficit) for the year		239		22,610