

# **Special Needs & Parent Support (Yorkshire) CIO**

Charity number 1171244

## **Annual Report and Financial Statements for the year ended 31 March 2019**

# **Special Needs & Parent Support (Yorkshire) CIO**

## **Annual Report and Financial Statements for the year ended 31 March 2019**

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**Prepared by West Yorkshire Community Accounting Service**

# **Special Needs & Parent Support (Yorkshire) CIO**

## **Trustees' report for the year ended 31 March 2019**

### **Reference and administrative details of the charity, its trustees and advisors**

The trustees during the financial year and up to and including the date the report was approved were:

<b>Name</b>	<b>Position</b>	<b>Dates</b>
Christopher Eatwell	Chair	
Anne Gait	Vice chair	
Malcolm Hall	Vice chair	Resigned 16 January 2019
Howard Pickles	Treasurer	
Jean Maston		Resigned 21 November 2018
Ross McWilliams		
Rebecca Wilson		
Rebecca Pearey		Resigned 21 November 2018
Nicola McVennon		
Simon Featherstone		
Deborah Hingerton		
Lora Bedford		
Katherina Louca		Appointed 21 November 2018
Victoria Moss		Appointed 16 January 2019
Paul Rowson		Appointed 13 March 2019
<b>Charity number</b>	1171244	Registered in England and Wales

### **Principal address**

17a Earlswood Avenue  
Leeds  
LS8 2AF

### **Bankers**

Barclays Bank PLC	Shawbrook Bank Limited
Leeds 2	Lutea House
Leicestershire	Warley Hill Business Park
LE87 2BB	Great Warley
	Essex
	CM13 3BE

### **Independent Examiner**

Susan Szamakowicz

### **West Yorkshire Community Accounting Service**

Stringer House  
34 Lupton Street  
Leeds  
LS10 2QW

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

The charity is a Charitable Incorporated Organisation (CIO) formed on 23 January 2017.

### **Method of recruitment and appointment of trustees**

The trustees of the charity are appointed by the members at the AGM.

# Special Needs & Parent Support (Yorkshire) CIO

## Trustees' report (continued) for the year ended 31 March 2019

### Objectives and activities

#### The charity's objects

To help meet the needs of parents and carers of children with special needs by the provision of support and advocacy, advice and information.

To promote health and education for children with special needs and their parents and carers.

To provide educational and recreational facilities in the interests of social welfare for children with special needs and their parents and carers so that conditions of life may be improved.

#### The charity's main activities

Special Needs & Parent Support (Yorkshire) CIO (SNAPS) runs a Saturday support group with a range of therapeutic and other activities, specifically for children with additional needs, and provides the opportunity for the whole family to participate, including siblings, and for the parents to socialise and learn from each other. Activities include hydrotherapy, rebound therapy, music therapy, arts and crafts, boccia, music activities and soft play, with other activities as needs are identified, and funding allows.

#### Public benefit statement

In setting our objectives and planning our activities our trustees have given serious consideration to the Charity Commission's general guidance on public benefit and in particular the advancement of education through promoting the inclusion of families with children with special needs.

SNAPS aims to support any family with a disabled child who requires support. SNAPS supports the whole family and meets at a weekend to positively promote inclusion.

#### Achievements and performance

2018 to 2019 has been a year of consolidation, as well as further changes. It has been said that change is the one constant, and that is especially true for small charities in these turbulent times. My review looks at 4 specific areas – Operations, Finances, Trustees, and the future of SNAPS.

**Firstly, Operations** – We have continued to deliver our high quality therapeutic support to the many children coming to SNAPS, along with very valuable support for parents and the extended family. The level of need has continued to grow and we have had to adopt a more stringent session allocation policy to ensure that new families are able to benefit from our services. Operating at the maximum number of sessions available to us on our two sites means that, inevitably, there are unmet needs – we strive to help as many families as possible. The research for a third possible site is on-going although we are very aware of the financial impact of such a plan.

SNAPS has experienced staff changes during the year, but our processes and teams have proved to be robust enough to cope with departures and arrivals. This included managing for a period without a Chief Executive before returning from Maternity Leave, the appointment of a new Site Manager for Broomfield, and the expansion of the fundraising team by adding two Community Fundraising Managers. We have continued to review and improve our management and policy structures, such as handling the implementation of GDPR, and the introduction of a Performance Review Programme for all employees.

There were three specific highlights during the year – firstly the opportunity to present to Leeds City Council through a Deputation in July resulted in a brilliant speech by a Parent Trustee followed by a standing ovation from the Councillors, and crucially enabled SNAPS to be offered a presence on key decision making bodies in the city. Secondly, SNAPS was nominated for and won the group section of the prestigious Yorkshire Children of Courage Awards – a fantastic recognition of our work. And thirdly we were accepted as an Ambassador for Child Friendly Leeds. This capped a year of recognition for the charity.

Key to the quality of our work this year has been the performance of the operations and management team, including the physiotherapists, instructors and volunteers, who have worked tirelessly to deliver our services – we can't thank you enough for all your efforts.

**Secondly, Finances** – This has been a challenging year, with funding increasingly difficult to access from across a market place which is being stretched ever tighter by the tougher financial and economic conditions prevailing. Four years of managed growth means that we have some credit and experience built up in managing the 'ebb and flow' of funding, and the charity has been strong enough to cope with a planned deficit and a short period of losses.

# Special Needs & Parent Support (Yorkshire) CIO

## Trustees' report (continued) for the year ended 31 March 2019

### Objectives and activities (continued)

#### Achievements and performance (continued)

SNAPS is an independent charity, not an agency of social services or Leeds City Council, and we take no financing from local or national government in any form. In the current economic climate, and with cuts to government grants so prevalent, our independence has been seen by our funders as a strength. Sustainability now becomes the primary concern for the Trustees. We have shown that with sound fundraising, budget management, and some luck, we can push back the 'sustainability horizon' (i.e. the date at which our present funds run out) towards 12 months. But in reality it is very hard to maintain that level, which will always make the further expansion of SNAPS a challenging objective. The only proven path to sustainability is to develop income streams from outside of our client and immediate supporters' base, and this is a long term objective.

SNAPS has a good story to tell and we've shown that we can competently manage the steady growth required to build a successful organisation and expand the provision of service to the families of Leeds.

**Thirdly, the Board of Trustees** - We are fortunate in having a group of talented people with widely differing backgrounds and skills to be the current Board of Trustees, including hard pressed parents, to help set strategy and provide oversight of our work, and I would like to acknowledge their hard work and contribution in the last year in helping to deal with the issues facing the charity. Continuing our journey, SNAPS is still drawing in new Trustees with wide ranging experience. There was an excellent Strategy Day mid-year, which both helped the Board members bond, and involved everyone in developing our plans.

**And lastly, the future of SNAPS** – To help ensure careful management of our situation, the Board agreed amendments to the Business Plan and we are now broadly back on track. The challenges facing small charities cannot be under-estimated, but as Chair, I am confident that we will continue to develop and grow, supported by the good will and contributions of our many families, supporters and stakeholders.

The development of the Leeds Children's Additional Needs Network or Leeds CANN, a venture which SNAPS co-founded, continues apace, with 40 children's charities and statutory bodies across the Leeds area now working more closely together with the aim of creating a more effective information and resource sharing market place supporting families. The expansion of the Network to include all of West Yorkshire is in hand. The good news in this Review is down to the hard work and determination of the team and the family that is SNAPS.

Chris Eatwell (Chair)

#### Financial review

The net expenditure for the year was £36,891, including net expenditure of £21,701 on unrestricted funds and net expenditure of £15,190 on restricted funds.

#### Reserves policy

The charity's free reserves, excluding fixed assets, at the year end were £32,239.

SNAPS has a detailed reserves policy which is reviewed on a regular basis.

In line with the Charity Commission guidelines we aim to maintain a level of reserves to be able to cover a minimum of 6 months and a maximum of 9 months operating costs; this equates to £63,026 (9 months - £94,538) based on the annual operating costs for the year ending 31 March 2019. Any additional funds are held in anticipation of further development and expansion of the core services, both to current and future operating sites.

Signed on behalf of the board of trustees:

Signed..... (Trustee)

Name.....

Date.....

## **Special Needs & Parent Support (Yorkshire) CIO**

### **Independent examiner's report to the trustees of Special Needs & Parent Support (Yorkshire) CIO Charitable Incorporated Organisation ('the CIO')**

I report to the charity trustees on my examination of the accounts of the CIO for the year ended 31 March 2019, which are set out on pages 6 to 12.

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

As the charity trustees of the CIO 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 CIO's accounts as carried out under section 145 of the 2011 Act. 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 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 CIO 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.

Signed: ..... Name: Susan Szamakowicz

Relevant professional qualification or body: MAAT

Date: .....

#### **West Yorkshire Community Accounting Service**

Stringer House  
34 Lupton Street  
Leeds  
LS10 2QW

**Special Needs & Parent Support (Yorkshire) CIO**  
**Statement of Financial Activities**  
**for the year ended 31 March 2019**

	Notes	2019 Unrestricted funds £	2019 Restricted funds £	2019 Total funds £	2018 Total funds £
<b>Income from:</b>					
Grants and donations	(2)	41,077	12,800	53,877	85,575
Fundraising		23,572	-	23,572	12,874
Fee income		10,827	-	10,827	8,227
Bank interest		176	-	176	52
Other income		708	-	708	556
<b>Total income</b>		<b>76,360</b>	<b>12,800</b>	<b>89,160</b>	<b>107,284</b>
<b>Expenditure on:</b>					
Salaries, NIC and pensions	(3)	36,794	14,552	51,346	54,308
Recruitment		732	-	732	380
Travel and subsistence		1,135	-	1,135	1,722
Physiotherapists		16,049	3,310	19,359	16,789
Swimming instructors		3,672	-	3,672	1,701
Management and accounts		4,360	-	4,360	4,452
Other freelance workers		414	-	414	1,399
Equipment and resources		1,041	108	1,149	1,177
DBS checks		568	-	568	754
Rent and room hire		9,330	6,444	15,774	14,096
Activities, meals and entertainment		2,185	3,576	5,761	5,698
Telephone and internet		1,337	-	1,337	1,006
IT software and consumables		1,285	-	1,285	671
Advertising and marketing		34	-	34	140
Postage and delivery		724	-	724	556
Printing and stationery		772	-	772	321
Insurance		691	-	691	648
Memberships and subscriptions		80	-	80	45
Independent examination		570	-	570	576
Training		151	-	151	1,986
Fundraising expense		14,250	-	14,250	11,479
Volunteer expenses		-	-	-	256
Other expenditure		1,661	-	1,661	1,296
Depreciation		226	-	226	188
<b>Total expenditure</b>		<b>98,061</b>	<b>27,990</b>	<b>126,051</b>	<b>121,644</b>
<b>Net movement in funds</b>		<b>(21,701)</b>	<b>(15,190)</b>	<b>(36,891)</b>	<b>(14,360)</b>
<b>Fund balances brought forward</b>		<b>54,204</b>	<b>27,855</b>	<b>82,059</b>	<b>96,419</b>
<b>Fund balances carried forward</b>	(4)	<b>32,503</b>	<b>12,665</b>	<b>45,168</b>	<b>82,059</b>

All incoming resources and resources expended derive from continuing activities.

# Special Needs & Parent Support (Yorkshire) CIO

## Balance sheet

as at 31 March 2019

	2019	2019	2019	2018
	Unrestricted	Restricted	Total	Total
	£	£	£	£
<b>Fixed assets</b>				
Tangible assets (5)	264	-	264	490
<b>Total fixed assets</b>	<u>264</u>	<u>-</u>	<u>264</u>	<u>490</u>
<b>Current assets</b>				
Debtors and prepayments (6)	8,656	-	8,656	3,715
Cash at bank and in hand (7)	31,063	12,665	43,728	91,384
<b>Total current assets</b>	<u>39,719</u>	<u>12,665</u>	<u>52,384</u>	<u>95,099</u>
<b>Current liabilities: amounts falling due within one year</b>				
Creditors and accruals (8)	7,480	-	7,480	13,530
<b>Total current liabilities</b>	<u>7,480</u>	<u>-</u>	<u>7,480</u>	<u>13,530</u>
<b>Net current assets</b>	<u>32,239</u>	<u>12,665</u>	<u>44,904</u>	<u>81,569</u>
<b>Total assets less current liabilities</b>	<u>32,503</u>	<u>12,665</u>	<u>45,168</u>	<u>82,059</u>
<b>Net assets</b>	<u>32,503</u>	<u>12,665</u>	<u>45,168</u>	<u>82,059</u>
<b>Funds</b>				
Unrestricted funds	32,503	-	32,503	54,204
Restricted funds	-	12,665	12,665	27,855
<b>Total funds</b>	<u>32,503</u>	<u>12,665</u>	<u>45,168</u>	<u>82,059</u>

The financial statements were approved by the board of trustees on

Date: .....

Signed: .....

(Trustee)

Name .....



# **Special Needs & Parent Support (Yorkshire) CIO**

## **Notes to the accounts**

### **for the year ended 31 March 2019**

#### **1 Accounting policies**

##### **Basis of accounting**

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements 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) (effective 1 January 2015) and with the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

There has been no change to the accounting policies since last year.

No changes have been made to the accounts for previous years.

##### **Going concern**

The trustees are satisfied that there are no material uncertainties about the charity's ability to continue.

##### **Incoming resources**

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity becomes entitled to the resources, it is more likely than not that the trustees will receive the resources and the monetary value can be measured with sufficient reliability.

##### **Grants and donations**

Grants and donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Where grants are related to performance and specific deliverables, they are accounted for as the charity earns the right to consideration by its performance.

##### **Expenditure and liabilities**

Expenditure is recognised on an accrual basis as a liability is incurred. Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out the resources and the amount of the obligation can be measured with reasonable certainty.

##### **Taxation**

As a charity the organisation benefits from rates relief and is generally exempt from income tax and capital gains tax but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

##### **Tangible fixed assets**

Tangible fixed assets costing more than £500 are capitalised and included at cost including any incidental expenses of acquisition. Gifted assets are shown at the value to the charity on receipt. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful economic lives as follows:

Computer equipment: over 3 years

##### **Pensions**

The charity operates a defined contribution scheme for the benefit of its employees. The costs of contributions are recognised in the year they are payable.

##### **Fund accounting**

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

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

Further explanation of the nature and purpose of each fund is included in the notes to the accounts.

# Special Needs & Parent Support (Yorkshire) CIO

## Notes to the accounts continued

### for the year ended 31 March 2019

<b>2 Grants and donations</b>	2019	2019	2019	2018
	Unrestricted	Restricted	Total	Total
	funds	funds	funds	funds
	£	£	£	£
The Sobell Foundation	-	-	-	6,000
The 29 May 1961 Charitable Trust	-	-	-	2,000
Brelms Trust CIO	-	5,000	5,000	5,000
Alerce Trust	-	6,300	6,300	17,600
David Solomons Charitable Trust	-	-	-	1,000
Sir Ken Morrison	-	-	-	5,000
Jane Tomlinson Fund	-	-	-	2,310
Baily Thomas Charitable Trust	-	-	-	2,000
Leeds Building Society	-	-	-	880
David Brooke Charity	-	-	-	2,000
Big Lottery Fund	-	-	-	9,480
Sir George Martin Trust	-	-	-	1,000
Anonymous Trust Fund	-	-	-	12,000
Pierrepoint Trust	-	-	-	2,000
Maryland Trust (Leeds) Ltd	3,000	-	3,000	3,000
Herbert & Stefanie Straus Memorial Trust	-	-	-	5,000
George A Moore Foundation	1,000	-	1,000	1,500
John Horseman Trust	-	1,500	1,500	-
WW Spooner Charitable Trust	1,000	-	1,000	-
The Charities Trust	1,950	-	1,950	-
Norman C Ashton Foundation	3,000	-	3,000	-
Metis Trust	1,000	-	1,000	-
Anton Jurgens Charitable Trust	4,000	-	4,000	-
John R Murray Charitable Trust	3,000	-	3,000	-
Tony Bramall Charitable Trust	1,500	-	1,500	-
Hasluck Charitable Trust	1,000	-	1,000	-
The Cleeves and Whitehead Trust	2,000	-	2,000	-
Edith Murphy Foundation	2,000	-	2,000	-
Card Factory	1,000	-	1,000	-
Other grants and donations	15,627	-	15,627	7,805
	<u>41,077</u>	<u>12,800</u>	<u>53,877</u>	<u>85,575</u>

<b>3 Staff costs and numbers</b>	2019	2018
	£	£
Gross salaries	52,218	59,130
Social security costs	205	(2,864)
Employment allowance	(1,397)	(2,178)
Pensions	320	220
	<u>51,346</u>	<u>54,308</u>

The average number employees during the period was 13, all part-time or sessional workers (2018: 12, all part-time or sessional workers).

<b>Defined contribution pension scheme</b>	2019	2018
	£	£
Costs of the scheme to the charity for the year	320	220
Amount of any contributions outstanding at the year end	81	126
Amount of any contributions prepaid at the year end	-	-

# Special Needs & Parent Support (Yorkshire) CIO

## Notes to the accounts continued

### for the year ended 31 March 2019

4 Restricted funds	Balance b/f £	Incoming £	Outgoing £	Transfers £	Balance c/f £
WDHCS	1,795	-	1,795	-	-
Brelms Trust CIO	-	5,000	5,000	-	-
Alerce Trust	8,768	6,300	10,768	-	4,300
Jane Tomlinson Fund	2,310	-	2,310	-	-
Leeds Building Society	309	-	-	-	309
David Brooke Charity	2,000	-	-	-	2,000
Big Lottery Fund	9,480	-	3,424	-	6,056
Sir George Martin Trust	1,000	-	1,000	-	-
Anonymous Trust Fund	2,193	-	2,193	-	-
John Horseman Trust	-	1,500	1,500	-	-
	<u>27,855</u>	<u>12,800</u>	<u>27,990</u>	<u>-</u>	<u>12,665</u>

#### Fund name

#### Purpose of restriction

WDHCS	All costs associated with Broomfield site except the manager's salary.
Brelms Trust CIO	All costs associated with Broomfield site except the manager's salary.
Alerce Trust	To support Penny Field site (£8,800) and ongoing Broomfield operations (£8,800).
Jane Tomlinson Fund	To fund Broomfield rebound therapy.
Leeds Building Society	To purchase a Boccia set.
David Brooke Charity	To fund swim training for instructors.
Big Lottery Fund	Towards the costs of summer activities.
Sir George Martin Trust	To fund physiotherapy at Broomfield.
Anonymous Trust Fund	To fund managers salaries.
John Horseman Trust	To fund Saturday activities.

#### 5 Tangible assets

##### Cost

	Computer equipment £	Total £
At 1 April 2018	678	678
Additions	-	-
At 31 March 2019	<u>678</u>	<u>678</u>

##### Depreciation

At 1 April 2018	188	188
Charge for year	226	226
At 31 March 2019	<u>414</u>	<u>414</u>

##### Net book value

At 31 March 2019	<u>264</u>	<u>264</u>
At 31 March 2018	<u>490</u>	<u>490</u>

# Special Needs & Parent Support (Yorkshire) CIO

## Notes to the accounts continued

### for the year ended 31 March 2019

<b>6 Debtors and prepayments</b>	2019	2018
	£	£
Debtors	4,393	1,951
Prepayments	4,263	1,764
	<u>8,656</u>	<u>3,715</u>

<b>7 Cash at bank and in hand</b>	2019	2018
	£	£
Barclays Bank Community Account	6,542	16,274
Barclays Bank Business Premium Account	7,128	75,052
Shawbrook 60 Day Notice account	30,000	-
PayPal Account	58	58
	<u>43,728</u>	<u>91,384</u>

<b>8 Creditors and accruals</b>	2019	2018
	£	£
Creditors	734	3,178
Accruals	2,099	10,352
Fees received in advance	4,647	-
	<u>7,480</u>	<u>13,530</u>

#### **9 Trustee expenses**

No trustee received any expenses during this year or the previous year.

#### **10 Trustee remuneration and benefits**

No trustee received any remuneration or benefit during this or the previous year.

#### **11 Remuneration and benefits received by key management personnel**

The key management personnel of the charity include the trustees and Chief Officer. The total employee benefits received by the Chief Officer were £13,716 (previous year: no Chief Officer employed).

In the previous year the key management personnel of the charity included the trustees, the Project Manager and the Managers at Broomfield and Penny Field. The total employee benefits received by the Project Manager and the Managers was £43,564.

No trustee received any remuneration or benefit in this capacity during this or the previous year.

## Special Needs & Parent Support (Yorkshire) CIO

### Statement of Financial Activities including comparatives for all funds (including summary income and expenditure account) for the year ended 31 March 2019

	2019 Unrestricted funds £	2018 Unrestricted funds £	2019 Restricted funds £	2018 Restricted funds £	2019 Total funds £	2018 Total funds £
<b>Income</b>						
Grants and donations	41,077	27,305	12,800	58,270	53,877	85,575
Fundraising	23,572	12,874	-	-	23,572	12,874
Fee income	10,827	8,227	-	-	10,827	8,227
Bank interest	176	52	-	-	176	52
Other income	708	556	-	-	708	556
<b>Total income</b>	<b>76,360</b>	<b>49,014</b>	<b>12,800</b>	<b>58,270</b>	<b>89,160</b>	<b>107,284</b>
<b>Expenditure</b>						
Salaries, NIC and pensions	36,794	18,031	14,552	36,277	51,346	54,308
Recruitment	732	380	-	-	732	380
Travel and subsistence	1,135	1,722	-	-	1,135	1,722
Physiotherapists	16,049	12,912	3,310	3,877	19,359	16,789
Swimming instructors	3,672	1,701	-	-	3,672	1,701
Management and accounts	4,360	4,452	-	-	4,360	4,452
Other freelance workers	414	1,399	-	-	414	1,399
Equipment and resources	1,041	486	108	691	1,149	1,177
DBS checks	568	754	-	-	568	754
Rent and room hire	9,330	336	6,444	13,760	15,774	14,096
Activities, meals and entertainment	2,185	1,808	3,576	3,890	5,761	5,698
Telephone and internet	1,337	1,006	-	-	1,337	1,006
IT software and consumables	1,285	671	-	-	1,285	671
Advertising and marketing	34	140	-	-	34	140
Postage and delivery	724	556	-	-	724	556
Printing and stationery	772	321	-	-	772	321
Insurance	691	648	-	-	691	648
Memberships and subscriptions	80	45	-	-	80	45
Independent examination	570	576	-	-	570	576
Training	151	1,986	-	-	151	1,986
Fundraising expense	14,250	11,479	-	-	14,250	11,479
Volunteer expenses	-	256	-	-	-	256
Other expenditure	1,661	1,296	-	-	1,661	1,296
Depreciation	226	188	-	-	226	188
<b>Total expenditure</b>	<b>98,061</b>	<b>63,149</b>	<b>27,990</b>	<b>58,495</b>	<b>126,051</b>	<b>121,644</b>
<b>Net movement in funds</b>	<b>(21,701)</b>	<b>(14,135)</b>	<b>(15,190)</b>	<b>(225)</b>	<b>(36,891)</b>	<b>(14,360)</b>
<b>Fund balances brought forward</b>	<b>54,204</b>	<b>68,339</b>	<b>27,855</b>	<b>28,080</b>	<b>82,059</b>	<b>96,419</b>
<b>Fund balances carried forward</b>	<b>32,503</b>	<b>54,204</b>	<b>12,665</b>	<b>27,855</b>	<b>45,168</b>	<b>82,059</b>