Registered Number: 03450273





JULIAN HOUSE TRADING LIMITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

PART OF



These financial statements have not been audited as the company is exempt under s477 of the Companies Act 2006 from the requirement to obtain an audit of its financial statements.

COMPANY INFORMATION

DIRECTORS Philip Ad-

Philip Addis (Chair) John Barnett Peter Denning Philip Marshall Nigel Roberts

David Mcdonald (appointed 19 May 2016)

COMPANY SECRETARY

H Law

REGISTERED NUMBER

03450273

REGISTERED OFFICE

55 New King Street

Bath Avon BA1 2BN

ACCOUNTANTS

Bishop Fleming LLP Chartered Accountants

16 Queen Square

Bristol BS1 4NT

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Statement of comprehensive income	6
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Statement of changes in equity	8
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DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2016

The directors present their report and the financial statements for the year ended 31 March 2016.

PRINCIPAL ACTIVITY

The company principally operates social enterprises which trade, alongside providing quality skills development opportunities, work experience placements and jobs for socially excluded people. The company operates on behalf of its parent, Julian House (a charity registered under the Industrial and Provident Societies Act now the Co-operative and Community Benefit Societies Act 2014) to whom the company covenants its profits.

The development of new social enterprises in recent years has resulted in an expected low level of profits, but as these businesses establish themselves they are expected to become financially viable and transform the collective range of services and opportunities available for employment and training for socially excluded people.

DIRECTORS

The directors who served during the year were:

- P Addis (Chair)
- J Barnett
- P Denning
- P Marshall
- N Roberts
- D Macdonald

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2016

RESULTS AND DIVIDENDS

The profit for the year, after taxation, amounted to £320 (2015: loss £36,364).

JULIAN HOUSE TRADING LTD VISION

Julian House Trading Ltd shares the Julian House vision, for a just society where socially excluded people are supported and empowered to build sustainable, independent lives.

The Julian House Trading Ltd mission is to operate viable social enterprises which provide quality skills development opportunities, work experience placements, employment support and jobs for socially excluded people; furthering the wider objectives of Julian House.

JULIAN HOUSE ACTIVITIES

Current strands to the Julian House Trading social enterprises are: Aspire – providing painting and decorating, gardening and window cleaning services; and bike workshops, providing bike sales, bike refurbishment, cycle maintenance, cycle maintenance training and bike servicing and repairs.

STRATEGIC AIMS

During the year, Julian House Trading Ltd has made positive progress against its strategic aims:

a. To provide positive opportunities for socially excluded people to improve their skills, gain work experience and achieve their employment goals

We have:

- Secured funding for 4 new specialist employment and skills posts across our social enterprise projects
- Supported 110 socially excluded people to access training and work experience opportunities with our social enterprises
- Introduced a new build-a-bike course in our Bristol Bike Workshop and a second build-a-bike course in our Trowbridge bike workshop, increasing capacity to 17 participants a week across the 3 community bike workshops.
- Employed 4 apprentices at Aspire; 1 of whom qualified and 3 continue to work towards their qualification.
- Developed 2 x new IT suites for our trainees to access on-line training and employment opportunities; 1 at Trowbridge bike workshop and 1 at Aspire
- Opened our first prison bike workshop at HMP Erlestoke for up to 20 prisoners to receive training in bike maintenance
- Provided positive reparation activities for 4 young people aged 18 and under, to make amends for their offences.
- Became a registered centre with AQA.

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2016

b. To support our social enterprises to be financially strong; using our resources effectively, spending money wisely, attracting sales, fundraised and contractincome

We have:

- Managed to break-even with a £320 surplus, compared to an operating loss of £36,364 last year
- Implemented a new contract with Bristol City Council on behalf of the West of England Authorities to provide Dr. Bike, Smoothie Bike and Cycle Maintenance training services
- Won a new contract with Bristol City Council to maintain traffic-free paths
- Secured further extension to Selwood window cleaning contract.
- Established a new service level agreement to service fleet bikes for Trowbridge, Melksham and Devizes
 police
- Secured new grants from Big Bike Revival, Henry Smith Foundation, David Medlock, Wiltshire Community
 Transport Fund, Natwest Skills and Opportunities Fund, South Gloucestershire Community Grants, St.
 John's Hospital, Wheels to Works West and the Trowbridge Area Board.
- Negotiated better rates with a range of suppliers and introduced bulk buying for common parts
- Secured donations of office furniture, IT equipment and over 1,500 second-hand bikes
- Maintained low levels of staff sickness absence and minimal baddebt
- c. To provide good quality, value for money products and services which exceed the expectations of our customers

We have:

- Achieved high levels of customer satisfaction 100% of those surveyed at the bike workshops and 98% of those surveyed at Aspire
- Introduced a new dedicated Customer Service role at the Bath bike workshop
- Introduced a new range of higher quality branded accessories at the bike workshops
- Invested in new signage at the Bath bike workshop and refreshed premises layout
- Introduced a new courtesy bike scheme at our Bristol bike workshop

FUTURE DEVELOPMENTS

Priorities going forward are to:

- Develop the range of opportunities for training and work experience available through our social enterprises and increase the number of socially excluded people who are supported towards and into employment
- Implement the HACT social value methodology to capture service user and trainee outcomes monitoring information and achieve our target for social value
- Devise and implement a new marketing strategy
- Increase donations of second hand bikes, in line with demand
- Grow our existing social enterprises and develop new ones in the areas where Julian House operates

GOING CONCERN

Having reviewed the expected future performance of the company and having obtained confirmation of the ongoing support of the parent charity, the directors are satisfied that it is appropriate to prepare the financial statements on a going concern basis.

POST BALANCE SHEET EVENTS

There have been no significant events affecting the Company since the year end.

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2016

This report was approved by the board and signed on its behalf.

H Law Secretary

Date: 25 July 2016.

55 New King Street

Bath Avon

BA12BN

CHARTERED ACCOUNTANTS' REPORT TO THE BOARD OF DIRECTORS ON THE PREPARATION OF THE UNAUDITED STATUTORY FINANCIAL STATEMENTS OFJULIAN HOUSE TRADING LIMITED FOR THE YEAR ENDED 31 MARCH 2016

In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the financial statements of Julian House Trading Limited for the year ended 31 March 2016 which comprise the Statement of comprehensive income, the Statement of financial position, the Statement of changes in equity and the related notes from the Company's accounting records and from information and explanations you have given to us.

As a member firm of the Institute of Chartered Accountants in England and Wales (ICAEW), we are subject to its ethical and other professional requirements which are detailed at icaew.com/regulations.

This report is made solely to the Board of directors of Julian House Trading Limited, as a body, in accordance with the terms of our engagement letter. Our work has been undertaken solely to prepare for your approval the financial statements of Julian House Trading Limited and state those matters that we have agreed to state to the Board of directors of Julian House Trading Limited, as a body, in this report in accordance with AAF 2/10 as detailed at icaew.com/compilation. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Julian House Trading Limited and its Board of directors, as a body, for our work or for this report.

It is your duty to ensure that Julian House Trading Limited has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the Company's assets, liabilities, financial position and profit. You consider that Julian House Trading Limited is exempt from the statutory audit requirement for the year ended 31st March 2016.

We have not been instructed to carry out an audit or review of the financial statements of Julian House Trading Limited. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory financial statements.

Bishop Fleming LLP Chartered Accountants 16 Queen Square Bristol BS1 4NT

Date:

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2016

	Note	2016 £	2015 £
Turnover	4	551,945	640,331
Cost of sales		(234,266)	(360,682)
GROSS PROFIT	-	317,679	279,649
Administrative expenses		(316,414)	(315,033)
OPERATING PROFIT/(LOSS)	5	1,265	(35,384)
Interest payable and expenses	6	(945)	(980)
PROFIT/(LOSS) BEFORE TAX		320	(36,364)
PROFIT/(LOSS) FOR THE YEAR	-	320	(36,364)

There were no recognised gains and losses for 2016 or 2015 other than those included in the income statement. There was no other comprehensive income for 2016 (2015:£NIL).

JULIAN HOUSE TRADING LIMITED REGISTERED NUMBER: 03450273

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2016

Note		2016 £		2015 £
NOLO		~		~
7		74,379		82,570
•	-	74.379	-	82,570
		,0		J., 5. 5
8	43,018		24,333	
9	34,197		65,597	
	75,471		56,158	
-	152,686	• •••	146,088	
10	(167,727)		(137,640)	
		(15,041)	,	8,448
	-	59,338	-	91,018
11		(164,000)		(196,000)
	-	(104,662)	-	(104,982)
	-			
13		2		2
14		(104,664)		(104,984)
	-	(104,662)		(104,982)
	8 9 10	7 8	Note £ 7 74,379 8 43,018 9 34,197 75,471 152,686 10 (167,727) (15,041) 59,338 11 (164,000) (104,662) (104,662) 13 2 14 (104,664)	Note £ 7 74,379 8 43,018 24,333 9 34,197 65,597 75,471 56,158 152,686 146,088 10 (167,727) (137,640) (15,041) 59,338 11 (164,000) (104,662) = 13 2 14 (104,664)

The directors consider that the Company is entitled to exemption from the requirement to have an audit under the provisions of section 479A of the Companies Act 2006 ("the Act") and members have not required the Company to obtain an audit for the year in question in accordance with section 476 of the Act.

The Company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the board and were signed on its behalf on

P Addis (Chair)

Director

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2016

	Share capital £	Retained earnings £	Total equity
At 1 April 2015	2	(104,984)	(104,982)
COMPREHENSIVE INCOME FOR THE YEAR Profit for the year	-	320	320
AT 31 MARCH 2016	2	(104,664)	(104,662)

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 MARCH 2015

At 1 April 2014	Share capital £ 2	Retained earnings £ (6,620)	Total equity £ (6,618)
COMPREHENSIVE INCOME FOR THE YEAR			
Loss for the year		(36,364)	(36,364)
Transfer of reserves from Aspire	-	(62,000)	(62,000)
AT 31 MARCH 2015	2	(104,984)	(104,982)

The notes on pages 9 to 17 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

1. GENERAL INFORMATION

Julian House Trading Limited is a limited liability company incorporated in England and Wales. The registered office is 55 New King Street, Bath, Avon, BA1 2BN.

The company principally operates social enterprises which trade, alongside providing quality skills development opportunities, work experience placements and jobs for socially excluded people. The company operates on behalf of its parent, Julian House (a charity registered under the Co-operative and Community Benefit Societies Act 2014 registration number 19305R) to whom the company covenants its profits.

The development of new social enterprises in recent years has resulted in an expected low level of profits, but as these businesses establish themselves they are expected to become financially viable and transform the collective range of services and opportunities available for employment and training for socially excluded people.

2. ACCOUNTING POLICIES

2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared under the historical cost convention and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies (see note 3).

The following principal accounting policies have been applied:

2.2 FINANCIAL REPORTING STANDARD 102 - REDUCED DISCLOSURE EXEMPTIONS

The company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by the FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland":

- the requirements of Section 4 Statement of Financial Position paragraph 4.12(a)(iv);
- the requirements of Section 7 Statement of Cash Flows;
- the requirements of Section 3 Financial Statement Presentation paragraph 3.17(d);
- the requirements of Section 11 Financial Instruments paragraphs 11.39 to 11.48A;
- the requirements of Section 12 Other Financial Instruments paragraphs 12.26 to 12.29;
- the requirements of Section 26 Share-based Payment paragraphs 26.18(b), 26.19 to 26.21 and 26.23;
- the requirements of Section 33 Related Party Disclosures paragraph 33.7.

This information is included in the consolidated financial statements of Julian House as at 31 March 2016 and these financial statements may be obtained from Companies House.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

2. ACCOUNTING POLICIES (continued)

2.3 REVENUE

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

Sale of goods

Revenue from the sale of goods is recognised when all of the following conditions are satisfied:

- the Company has transferred the significant risks and rewards of ownership to the buyer;
- the Company retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the Company will receive the consideration due under the transaction;
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Rendering of services

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the Company will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured reliably, and;
- the costs incurred and the costs to complete the contract can be measured reliably.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

2. ACCOUNTING POLICIES (continued)

2.4 TANGIBLE FIXED ASSETS

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The Company adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred, if the replacement part is expected to provide incremental future benefits to the Company. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to profit or loss during the period in which they are incurred.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Short-term leasehold property - 10% on cost Motor vehicles - 20% on cost Fixtures and fittings - 20% on cost

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within 'other operating income' in the Statement of comprehensive income.

2.5 STOCKS

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis. Work in progress and finished goods include labour and attributable overheads.

At each reporting date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

2.6 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 using the effective interest method, less any impairment.

2.7 CASH AND CASHEQUIVALENTS

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

2. ACCOUNTING POLICIES (continued)

2.8 FINANCIAL INSTRUMENTS

The Company 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.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade payables or receivables, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration, expected to be paid or received. However if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at the present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Income statement.

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discountrate for measuring any impairment loss is the current effective interest rate determined under the contract.

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

2.9 CREDITORS

Short term 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 using the effective interest method.

2.10 FINANCE COSTS

Finance costs are charged to the Income statement over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

3. JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

6.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

4. ANALYSIS OF TURNOVER

All turnover arose within the United Kingdom.

5. OPERATING PROFIT/(LOSS)

The operating profit/(loss) is stated after charging:

	2016 £	2015 £
Depreciation of tangible fixed assets	14,968	15,132
During the year, no director received any emoluments (2015:£NIL).		
INTEREST PAYABLE AND SIMILAR CHARGES		
	2016 £	2015 £
Other loan interest payable	945	980
	945	980

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

7. TANGIBLE FIXED ASSE	ETS
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	Short-term leasehold property	Motor vehicles	Fixtures and fittings	Total
	£	£	£	£
COST OR VALUATION				
At 1 April 2015	105,050	27,955	63,424	196,429
Additions	1,512	4,852	17,731	24,095
Disposals	-	(3,722)	-	(3,722)
At 31 March 2016	106,562	29,085	81,155	216,802
DEPRECIATION				
At 1 April 2015	72,205	24,853	16,801	113,859
Charge owned for the period	3,453	-	11,515	14,968
Transfers intra group	-	4,852	9,364	14,216
Disposals	-	(620)	-	(620)
At 31 March 2016	75,658	29,085	37,680	142,423
NET BOOK VALUE				•
At 31 March 2016	30,904	-	43,475	74,379
At 31 March 2015	32,845	3,102	46,623	82,570
				-

8. STOCKS

	2016 £	2015 £
Finished goods and goods for resale	43,018	24,333
	43,018	24,333

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

9. DEBTORS	3TORS
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10.

	2016 £	2015 £
Trade debtors	12,998	26,347
Other debtors	20	17,202
Prepayments and accrued income	21,178	22,048
	34,196	65,597
CREDITORS: AMOUNTS FALLING DUE WITHIN ONEYEAR	2016 £	2015 £
	£	£
Trade creditors	£ 10,213	£ 31,141
Trade creditors Amounts owed to Julian House	£	£
Trade creditors	£ 10,213	£ 31,141 60,410
Trade creditors Amounts owed to Julian House Taxation and social security	£ 10,213	£ 31,141 60,410 156

11. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

2016 £	_
Amounts owed to Julian House 164,000	196,000
164,000	196,000
	17 T 10 T

Secured loans

Julian House Trading Limited has a long term loan with Julian House. The loan is unsecured, a formal repayment plan is in place and interest is charged at the Bank of England base rate.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

12.

FINANCIAL INSTRUMENTS		
	2016	2015
FINANCIAL ASSETS	£	£
Financial assets measured at fair value through profit or loss	75,471	56,158
Financial assets that are debt instruments measured at amortised cost	13,018	43,548
	88,489	99,706
FINANCIAL LIABILITIES		
Financial liabilities measured at amortised cost	(231,737)	(299,903)
	(231,737)	(299,903)

Financial assets measured at amortised cost comprise trade debtors and other debtors.

Financial Liabilities measured at amortised cost comprise trade creditors, other creditors and accruals.

SHARE CAPITAL 13.

			2016 £	2015 £
ALLOTTED, CALLED UP AND FULLY PAID				
2 Ordinary shares of £1 each	•		. 2	2
				

14. **RESERVES**

Profit and loss account

The year end profit and loss account reserve includes all current and prior period retained profits and losses.

15. **RELATED PARTYTRANSACTIONS**

There were no transactions during the year with directors or other related parties.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016

16. CONTROLLING PARTY

Julian House owns both shares in issue. One of the directors of the company is the Executive Director of Julian House.

DETAILE) PROFII	AND LO	DSS ACC	OUNT
FOR THE	YEAR EN	VDED 31	MARCH	2016

		2016	2015
		£	£
Turnover		551,945	640,331
Cost of sales		(234,266)	(360,682)
GROSS PROFIT		317,679	279,649
		317,679	279,649
LESS: OVERHEADS			
Administration expenses	•	(316,414)	(315,033)
OPERATING PROFIT/(LOSS)	5	1,265	(35,384)
Interest payable		(945)	(980)
PROFIT/(LOSS) FOR THE YEAR		320	(36,364)

SCHEDULE TO THE DETAILED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016

TURNOVER		
	2016 £	2015 £
Grants and donations	89,961	101,322
Bicycle and Aspire sales	450,189	529,694
Soup sales	- '	6,938
Other sales	11,795	2,377
	551,945	640,331
COST OF SALES		
	2016 £	2015 £
Purchases	121,257	182,116
Wages and salaries	113,009	178,566
	234,266	360,682

SCHEDULE TO THE DETAILED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2016

Staff salaries 188,665 170,20 Staff private health insurance 1,149 - Staff training and recruitment 5,616 10,04 Motor running costs 2,519 4,27 Hotels, travel and subsistence 3,307 3,56 Printing and stationery 3,728 5,18 Postage 224 - Telephone and fax 4,332 4,52 Computer costs 6,278 4,67	
Staff salaries 188,665 170,20 Staff private health insurance 1,149 - Staff training and recruitment 5,616 10,04 Motor running costs 2,519 4,27 Hotels, travel and subsistence 3,307 3,56 Printing and stationery 3,728 5,18 Postage 224 - Telephone and fax 4,332 4,52	015 £
Staff private health insurance1,149Staff training and recruitment5,61610,04Motor running costs2,5194,27Hotels, travel and subsistence3,3073,56Printing and stationery3,7285,18Postage224-Telephone and fax4,3324,52	
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Hotels, travel and subsistence 3,307 3,56 Printing and stationery 3,728 5,18 Postage 224 Telephone and fax 4,332 4,52	
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Postage 224 Telephone and fax 4,332 4,52	
Telephone and fax 4,332 4,52	-
,	529
· in ·	
General office expenses 2,716 3,45	
Advertising and promotion 7,330 13,79	
, , , , , , , , , , , , , , , , , , , ,	836
Accountancy fees - 9,13	
Bank charges 1,025 1,56	
Bad debts (3,170) 5,37	
Rent - non-operating leases 39,105 33,90	
Rates 5,162 1,94	
Water 2,625 2,29	
Light and heat 3,743 5,67	
Insurances 12,266 11,27	274
Repairs and maintenance 14,095 7,21	211
Depreciation - fixtures and fittings 13,70	702
Depreciation - freehold property 3,453 1,43	430
Profit/loss on sale of tangible assets 551 96	964
316,414 315,03	033
INTEREST PAYABLE	
2016 20° £	015 £
Other loan interest payable (945) (98	980)
. 945 98	980