

**HADDENHAM PARISH COUNCIL**  
**INCOME & EXPENDITURE FOR THE YEAR ENDING 31ST MARCH 2022**  
**DRAFT 4**

	Precept Proposal 2021/22	Budget 2021/22	Annual Budget 2021/22 v Precept Proposal 2021/22	Actual Q1	Actual Q2	Actual Q3	Actual Q4	Actual FY 2021/22	Budget FY 2021/22	Variance to Budget	Latest Projection FY 2021/22	FY Projection vs. Budget 2021/22	Precept Proposal 2022/23	Precept Proposal 2022/23 v 2021/22	Change from budget 2021/22	
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>FACILITIES</b>																
<b>EXPENDITURE</b>																
Maintenance - Ad-Hoc	15,620	35,605	- 19,985	7,146	1,382	- 353	1,450	9,625	35,605	25,980	12,000	23,605	13,000	2,620	22,605	sports pitch maintenance moved to a new line
Play Area Maintenance	8,000	8,000	-	293	810	1,171	1,398	3,672	8,000	4,328	4,000	4,000	4,000	4,000	4,000	
Churchyard Maintenance	3,800	3,800	-	1,120	780	2,200	840	4,940	3,800	1,140	5,500	1,700	5,200	1,400	1,400	
Fixed Cost Maintenance	100,100	80,115	19,985	15,908	15,257	21,523	18,200	70,888	80,115	9,227	79,808	307	73,220	26,880	6,895	E79,808 budget adjustment to reflect change of con
Sports Pitch Maintenance	-	-	-	1,500	-	4,130	-	5,630	-	5,630	-	5,630	19,325	- 19,325	- 19,325	
Water Ponds	1,200	1,200	-	428	-	951	411	933	1,200	267	600	600	1,000	200	200	
Refuse bins	2,000	2,000	-	293	293	274	293	1,152	2,000	848	1,200	800	1,940	60	60	
Dog bins	4,500	4,500	-	748	748	261	585	2,341	4,500	2,159	2,350	2,150	3,300	1,200	1,200	
Pest Control Ponds	520	520	-	150	75	75	150	450	520	70	520	-	477	43	43	
Mapping	80	80	-	20	20	21	22	83	80	3	80	-	85	5	5	
Tree Work	6,600	6,600	-	2,750	3,385	2,720	520	9,375	6,600	2,775	11,000	4,400	6,480	120	120	work done Longwall; Orchard to do
Miscellaneous (Facilities)	360	360	-	-	8,723	-	8,000	2,855	3,578	360	1,000	640	320	40	40	8,000 restart grant for SSC
Devolved Services	20,200	20,200	-	4,472	2,922	3,638	3,060	14,092	20,200	6,108	14,100	6,100	14,740	5,460	5,460	E12,240 budget adjustment to reflect change of
Street Light Maintenance	7,140	12,000	- 4,860	5,808	1,376	286	572	8,043	12,000	3,957	9,000	3,000	14,880	- 7,740	- 2,880	contract in May 2021; under accrual Q2
Street light energy	10,010	10,010	-	2,824	2,854	2,926	2,609	11,213	10,010	1,203	11,600	1,590	10,725	- 715	- 715	lot of new LEDs fitted in Q1
Training (Facilities)	1,000	1,000	-	-	-	-	445	445	1,000	556	310	690	530	470	470	
S137 (Facilities)	379	379	-	-	-	-	-	-	379	379	-	379	390	11	11	
PC Office Maintenance	-	3,000	- 3,000	1,181	834	497	3,508	6,020	3,000	3,020	3,000	-	4,000	- 4,000	- 1,000	Q4 - utilities from Aug21 - catch up payment
Woodways Pavilion Maintenance	-	5,500	- 5,500	-	1,239	2,161	3,358	6,758	5,500	1,258	5,500	-	5,800	- 5,800	- 300	budget set to reflect amount transferred from
Business Rates	800	800	-	190	195	195	65	645	800	155	800	-	900	- 100	- 100	PFMC account
	<b>182,309</b>	<b>195,669</b>	<b>- 13,360</b>	<b>43,973</b>	<b>40,893</b>	<b>34,675</b>	<b>40,342</b>	<b>159,883</b>	<b>195,669</b>	<b>35,786</b>	<b>167,998</b>	<b>27,671</b>	<b>180,312</b>	<b>1,997</b>	<b>15,757</b>	
<b>INCOME</b>																
Fair Rent	355	355	-	-	355	-	-	355	355	-	355	-	380	25	25	
Wayleave receipts	30	30	-	-	9	21	-	30	30	0	30	-	30	-	-	
Commuted sums	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Recharged to Banks Park Trust	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Devolved contract BCC	7,740	7,740	-	1,935	1,935	1,935	1,935	7,740	7,740	0	7,740	-	7,972	232	232	
Pitch Hire	-	4,130	4,130	-	-	3,098	819	3,916	4,130	214	4,800	670	4,378	4,378	248	revised budgets now licences agreed
Pavilion Hire	-	10,388	10,388	-	-	8,868	1,790	10,658	10,388	270	10,388	-	6,975	6,975	- 3,413	revised budgets now PFMC balance & licences
Miscellaneous Income	-	-	-	-	9,547	-	8,000	2,667	4,214	4,214	1,547	1,547	-	-	-	8,000 restart grant for SSC
	<b>8,125</b>	<b>22,643</b>	<b>14,518</b>	<b>1,935</b>	<b>11,846</b>	<b>5,922</b>	<b>7,211</b>	<b>26,913</b>	<b>22,643</b>	<b>4,270</b>	<b>24,860</b>	<b>2,217</b>	<b>19,735</b>	<b>11,610</b>	<b>- 2,908</b>	
<b>NET</b>	<b>- 174,184</b>	<b>- 173,026</b>	<b>27,878</b>	<b>- 42,038</b>	<b>- 29,047</b>	<b>- 28,753</b>	<b>- 33,131</b>	<b>- 132,970</b>	<b>- 173,026</b>	<b>40,056</b>	<b>- 143,138</b>	<b>29,888</b>	<b>- 160,577</b>	<b>13,607</b>	<b>12,449</b>	

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	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>ALLOTMENTS</b>															
<b>EXPENDITURE</b>															
Maintenance (Allotments)	610	610	-	100	879	-	-	979	610	- 369	610	-	1,000	- 390	- 390
Allotment Lease Payment	3,030	3,030	-	776	776	776	776	3,102	3,030	- 72	3,030	-	3,102	- 72	- 72
Water allotments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pest Control Allotments	200	200	-	60	30	30	60	180	200	20	200	-	200	-	-
Miscellaneous (Allotments)	-	-	-	100	180	70	-	350	-	- 350	-	-	-	-	-
	<b>3,840</b>	<b>3,840</b>	<b>-</b>	<b>1,036</b>	<b>1,865</b>	<b>876</b>	<b>836</b>	<b>4,611</b>	<b>3,840</b>	<b>- 771</b>	<b>3,840</b>	<b>-</b>	<b>4,302</b>	<b>- 462</b>	<b>- 462</b>
<b>INCOME</b>															
Allotments Rental Income	5,930	5,930	-	1,609	1,594	1,461	1,837	6,499	5,930	569	5,930	-	5,930	-	-
miscellaneous income	-	-	-	-	-	-	25	25	-	25	-	-	-	-	-
	<b>5,930</b>	<b>5,930</b>	<b>-</b>	<b>1,609</b>	<b>1,594</b>	<b>1,461</b>	<b>1,862</b>	<b>6,524</b>	<b>5,930</b>	<b>594</b>	<b>5,930</b>	<b>-</b>	<b>5,930</b>	<b>-</b>	<b>-</b>
	<b>2,090</b>	<b>2,090</b>	<b>-</b>	<b>573</b>	<b>1,020</b>	<b>692</b>	<b>1,026</b>	<b>1,913</b>	<b>2,090</b>	<b>- 177</b>	<b>2,090</b>	<b>-</b>	<b>1,628</b>	<b>- 462</b>	<b>- 462</b>
<b>NET</b>															
<b>STAFF COSTS</b>															
<b>EXPENDITURE</b>															
Salaries	£ 92,286	£ 92,286	-	23,329	23,070	23,112	24,707	94,218	92,286	- 1,932	£ 92,286	-	116,474	- 24,188	- 24,188
Pension	£ 4,614	£ 4,614	-	1,167	1,154	1,156	1,235	4,711	4,614	- 97	£ 4,614	-	9,200	- 4,586	- 4,586
Employers NI	£ 7,291	£ 7,291	-	1,999	1,963	1,969	2,189	8,120	7,291	- 829	£ 7,291	-	5,824	- 1,467	- 1,467
	<b>104,191</b>	<b>104,191</b>	<b>-</b>	<b>26,495</b>	<b>26,186</b>	<b>26,236</b>	<b>28,132</b>	<b>107,049</b>	<b>104,191</b>	<b>- 2,858</b>	<b>104,191</b>	<b>-</b>	<b>131,498</b>	<b>- 27,307</b>	<b>- 27,307</b>

Q4 - annual pay rise - back pay to Q1

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	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
<b>GENERAL ADMIN</b>																
<b>EXPENDITURE</b>																
Payroll Management	210	210	-	51	51	51	51	204	210	6	210	-	216	- 6	- 6	
Travel	-	-	-	-	-	-	2	2	-	2	-	-	-	-	-	
PC Office supplies	450	450	-	21	219	463	44	747	450	297	800	- 350	510	- 60	- 60	
Phone / Internet	610	610	-	190	146	148	112	596	610	14	610	-	615	- 5	- 5	
Office Rent / Room Hire	950	950	-	57	157	-	-	214	950	736	220	730	720	- 950	950	
Photocopier	710	710	-	93	103	120	110	426	710	284	500	210	720	- 10	- 10	
Insurance	4,560	4,560	-	1,094	1,077	1,219	1,182	4,571	4,560	11	4,560	-	4,650	- 90	- 90	
Training (General)	1,530	1,530	-	136	280	30	-	446	1,530	1,084	1,000	530	880	- 650	650	
Audit	2,920	2,920	-	733	733	663	803	2,930	2,920	10	2,920	-	3,030	- 110	- 110	
Legal & Other Professional	7,140	7,140	-	-	1,190	750	360	2,300	7,140	4,840	2,000	5,140	4,450	- 2,690	2,690	
Chair's Allowance	150	150	-	-	100	-	-	100	150	50	150	-	210	- 60	- 60	
Subscriptions	1,770	1,770	-	459	595	212	405	1,671	1,770	99	1,770	-	2,265	- 495	- 495	
S137 Grants & Donations	11,500	6,500	5,000	-	-	100	-	100	6,500	6,400	600	5,900	11,500	-	- 5,000	
Annual Parish Meeting	-	-	-	-	-	-	-	-	-	-	-	-	600	- 600	- 600	
Books & Publications	50	50	-	-	-	-	-	-	50	50	50	-	100	- 50	- 50	
Election Costs	3,000	500	2,500	-	666	-	-	666	500	166	666	- 166	-	3,000	500	
Capital Asset Fund	2,080	16,000	- 13,920	13,892	-	-	-	13,892	16,000	2,108	16,000	-	2,000	- 80	14,000	
Miscellaneous (General)	430	430	-	200	824	-	215	839	430	409	650	- 220	440	- 10	- 10	
Bank Charges	160	160	-	18	56	57	27	158	160	2	160	-	160	-	-	
Information Technology	6,430	6,430	-	1,005	1,070	1,075	1,109	4,260	6,430	2,170	4,200	2,230	6,560	- 130	- 130	
S137 (other)	100	100	-	-	-	-	-	-	100	100	-	100	-	100	100	
	<b>44,750</b>	<b>51,170</b>	<b>- 6,420</b>	<b>17,550</b>	<b>7,266</b>	<b>4,887</b>	<b>4,419</b>	<b>34,122</b>	<b>51,170</b>	<b>17,048</b>	<b>37,066</b>	<b>14,104</b>	<b>38,906</b>	<b>5,844</b>	<b>12,264</b>	
<b>INCOME</b>																
Precept	387,869	387,869	-	96,967	96,967	96,967	96,967	387,869	387,869	0	387,869	-	430,730	- 42,861	42,861	
Interest Received	1,020	1,020	-	51	51	76	551	728	1,020	292	1,020	-	150	- 870	- 870	
Miscellaneous income	-	6,430	6,430	100	300	-	0	400	6,430	6,030	400	6,030	-	-	6,430	
Grants Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	<b>388,889</b>	<b>395,319</b>	<b>6,430</b>	<b>97,118</b>	<b>97,318</b>	<b>97,043</b>	<b>97,518</b>	<b>388,997</b>	<b>395,319</b>	<b>- 6,322</b>	<b>389,289</b>	<b>- 6,030</b>	<b>430,880</b>	<b>41,991</b>	<b>35,561</b>	
<b>NET</b>	<b>344,139</b>	<b>344,149</b>	<b>10</b>	<b>79,569</b>	<b>90,052</b>	<b>92,157</b>	<b>93,099</b>	<b>354,876</b>	<b>344,149</b>	<b>10,727</b>	<b>352,223</b>	<b>8,074</b>	<b>391,974</b>	<b>47,835</b>	<b>47,825</b>	
<b>COMMUNICATIONS</b>																
<b>EXPENDITURE</b>																
Newsletter	-	1,760	- 1,760	-	2,250	-	-	2,250	1,760	490	2,260	- 500	1,800	- 1,800	- 40	
Noticeboards	-	-	-	-	-	-	-	-	-	-	-	-	1,500	- 1,500	- 1,500	
Website	1,980	1,980	-	251	341	-	-	592	1,980	1,388	1,980	-	2,020	- 40	- 40	
	<b>1,980</b>	<b>3,740</b>	<b>- 1,760</b>	<b>251</b>	<b>2,591</b>	<b>-</b>	<b>-</b>	<b>2,842</b>	<b>3,740</b>	<b>898</b>	<b>4,240</b>	<b>- 500</b>	<b>5,320</b>	<b>- 3,340</b>	<b>1,580</b>	
<b>INCOME</b>																
Miscellaneous income	-	-	-	-	-	-	-	1,235	-	-	-	-	-	-	-	
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,235</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>NET</b>	<b>- 1,980</b>	<b>- 3,740</b>	<b>- 1,760</b>	<b>- 251</b>	<b>- 2,591</b>	<b>-</b>	<b>-</b>	<b>- 1,607</b>	<b>- 3,740</b>	<b>2,133</b>	<b>- 4,240</b>	<b>- 500</b>	<b>- 5,320</b>	<b>- 3,340</b>	<b>- 1,580</b>	
<b>SURPLUS /(DEFICIT) BEFORE TFS TO RESERVES</b>	<b>65,874</b>	<b>65,282</b>	<b>- 592</b>	<b>12,858</b>	<b>- 24,876</b>	<b>- 90,158</b>	<b>- 90,158</b>	<b>115,163</b>	<b>65,282</b>	<b>49,881</b>	<b>102,744</b>	<b>37,462</b>	<b>96,207</b>	<b>- 30,333</b>	<b>- 30,925</b>	

over accrual Q2  
no grant to HCL or HYCC needed this year

new office furniture

Haddenham Hamper Grant

HADDENHAM PARISH COUNCIL  
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	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>TRANSFERS TO RESERVES</b>															
Asset Repairs Reserve	7,500	7,500	-	1,875	1,875	1,875	1,875	7,500	7,500	-	7,500	-	3,021	4,479	4,479
Heritage Fund	1,996	1,996	-	499	499	499	499	1,996	1,996	-	1,996	-	2,007	11	11
Street Light Replacements	9,540	9,540	-	2,385	2,385	2,385	2,385	9,540	9,540	-	9,540	-	9,730	190	190
HNP Projects	-	-	-	-	-	-	-	-	-	-	-	-	1,745	1,745	1,745
Allotments Improvements	2,090	2,090	-	573	472	-	868	1,913	2,090	177	2,090	-	1,628	462	462
Churchyard Maintenance Reserve	5,000	5,000	-	1,250	1,250	1,250	1,250	5,000	5,000	-	5,000	-	-	5,000	5,000
Snakemoor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Devolution Transition Reserve	7,240	7,240	-	1,810	1,810	1,810	1,810	7,240	7,240	-	7,240	-	-	7,240	7,240
Staff Contingency	10,419	10,419	-	2,605	2,605	2,605	2,605	10,419	10,419	-	10,419	-	2,731	7,688	7,688
New Burial Ground	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Car Park Layout Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Play Area Improvements	-	-	-	-	-	-	-	-	-	-	-	-	4,000	4,000	4,000
Ponds Reserve	2,000	2,000	-	500	500	500	500	2,000	2,000	-	2,000	-	-	2,000	2,000
Trees Reserve	4,790	4,790	-	1,198	1,198	1,198	1,198	4,790	4,790	-	4,790	-	6,135	10,925	10,925
VALP / NP Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
#N/A	-	-	-	-	-	-	-	-	-	-	-	-	60,000	60,000	60,000
Legal & Professional Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contingency Reserve	15,299	15,299	-	3,825	3,825	3,825	3,825	15,299	15,299	-	15,299	-	17,479	2,181	2,181
<b>NET</b>	<b>65,874</b>	<b>65,874</b>	<b>-</b>	<b>16,519</b>	<b>16,418</b>	<b>15,946</b>	<b>16,814</b>	<b>65,697</b>	<b>65,874</b>	<b>177</b>	<b>65,874</b>	<b>-</b>	<b>96,207</b>	<b>30,333</b>	<b>30,333</b>
<b>Funded by Precept</b>															
<b>EXPENDITURE</b>	- 402,944	- 424,484	- 21,540	- 105,823	- 95,219	- 82,619	- 90,543	- 374,204	- 424,484	50,280	- 383,209	41,275	- 456,545	53,601	32,061
<b>INCOME</b>	402,944	423,892	20,948	100,662	110,757	104,425	106,591	423,669	423,892	223	420,079	3,813	456,545	53,601	32,653
<b>NET</b>	-	- 592	592	- 5,161	15,538	21,806	16,048	49,466	- 592	50,058	36,870	37,462	-	-	592

HADDENHAM PARISH COUNCIL  
BALANCE SHEET AT 31st March 2022  
DRAFT 4

	31/03/2022		31/03/2021	
	£	£	£	£
<b>CURRENT ASSETS</b>				
Bank Balances				
Current and Deposit Accounts		1,309,333		1,492,041
(Airfield) Playing Fields Project Account		0		0
		1,309,333		1,299,041
VAT Reclaimable	53,979		31,876	
Sundry debtors	16,549		84,225	
Prepayments	5,299		5,065	
Amount due from				
Educational Charity	-		-	
Banks Park Trust	4,249		942	
		80,076		315,108
		1,389,410		1,614,150
<b>LESS CURRENT LIABILITIES</b>				
Sundry Creditors	25,629		54,081	
Deferred Income	3,532		3,187	
Provision for Bad Debts	-		-	
Amount due to				
Educational Charity	19,373		7,202	
Banks Park Trust	-		-	
		48,534		64,470
<b>NET CURRENT ASSETS</b>		1,340,875		1,549,680
<b>CREDITORS - AMOUNTS FALLING DUE IN MORE THAN ONE YEAR</b>		297,828		573,517
		1,043,047		976,163
<b>RESERVES</b>				
<b>INCOME AND EXPENDITURE</b>				
Contingency Reserve		181,700		159,563
Earmarked Reserves		845,864		807,640
Ring-Fenced Reserves		15,483		8,960
		1,043,047		976,163

HADDENHAM PARISH COUNCIL  
MOVEMENTS ON RESERVES FOR THE YEAR ENDING 31ST MARCH 2022

	Balance at				Precept Funded	Tfrs to / from			Balance at 31st March 2022	Ear-Marked					
	31st March		Balance before			Transfers from I&E	Contingency Reserve	Year End Transfers		31st March 2022	Debtors	Creditors	RF Reserves	Reserves	Contingency Reserve
	2021	Received	Spent	transfers											
Pavilion - Airfield	£0	£0	£0	£0				£0						£0	
Staff Contingency	£4,245	£0	£0	£4,245	Yes	£10,419		(£4,245)	£10,419					£10,419	
New Burial Ground	£98,603	£0	£0	£98,603	Yes	£0			£98,603					£98,603	
Ponds Reserve	£1,350	£0	(£3,700)	(£2,350)	Yes	£2,000			(£350)					(£350)	
Trees Reserve	£31,345	£0	(£2,907)	£28,438	Yes	£4,790			£33,228					£33,228	
VALP / NP Reserve	£40,714	£0	£0	£40,714	Yes	£0			£40,714					£40,714	
Devolution Transition Reserve	£68,763	£0	(£412)	£68,351	Yes	£7,240			£75,591					£75,591	
Legal & Professional Reserve	£18,500	£0	£0	£18,500	Yes	£0			£18,500					£18,500	
Heritage Fund	£11,347	£0	(£1,597)	£9,750	Yes	£1,996			£11,746					£11,746	
Asset Repairs Reserve	£42,879	£0	£0	£42,879	Yes	£7,500			£50,379					£50,379	
Street Light Replacements	£45,223	£0	(£6,331)	£38,892	Yes	£9,540	£9,351		£57,783					£57,783	
Churchyard Maintenance Reserve	£67,578	£0	(£2,143)	£65,435	Yes	£5,000			£70,435					£70,435	
HNP Projects	£35,755	£2,270	(£2,424)	£35,601	Yes	£0			£35,601					£35,601	
Commuted Sums	£316,000	£1,750	£0	£317,750				(£82,000)	£235,750					£235,750	
Snakemoor	£1,478	£300	(£244)	£1,534					£1,534			£1,534			
Allotments Improvements	£1,352	£0	£0	£1,352	Yes	£1,913			£3,265			£3,265			
Community Orchard	£1,786	£0	(£150)	£1,636					£1,636			£1,636			
Wychert Way Grant	(£112)	£0	£0	(£112)					(£112)			(£112)			
Woodways Crossing	£0	£0	£0	£0					£0			£0			
HDM/AYLES Cycleway	(£35)	£0	£0	(£35)					(£35)			(£35)			
Heartbeat Haddenham	£2,226	£0	£0	£2,226					£2,226			£2,226			
S106 Airfield	£97,449	£0	£0	£97,449					£97,449		£97,449				
New Homes Bonus	(£2,548)	£0	£0	(£2,548)					£0	£0	£0				
Woodway Pavilion Improvements	£0	£0	£0	£0					£0	£0	£0				
Tennis Courts Improvements	(£4,423)	£50	£0	(£4,373)					£0	£0	£0				
Parish Council Centre	(£18,025)	£6,059	(£18,635)	(£30,600)					£0	£0	£0				
Pavilion Airfield Build	£476,068	£0	(£275,689)	£200,379					£200,379	£0	£200,379				
Village Hall Improvements	£0	£0	£0	£0					£0	£0	£0				
Pavilion Aston Road Build	£0	£0	£0	£0					£0	£0	£0				
Play Area Improvements	£15,339	£90,164	(£90,038)	£15,465	Yes	£0	£82,000		£97,465					£97,465	
reLeaf	£2,265	£17,202	(£12,498)	£6,969					£6,969		£6,969				
Car Park Layout Costs	£10,000	£0	£0	£10,000	Yes	£0			£10,000					£10,000	
NP Grant	£0	£0	£0	£0					£0	£0	£0				
	<u>£1,365,122</u>	<u>£117,796</u>	<u>(£416,768)</u>	<u>£1,066,150</u>		<u>£50,398</u>	<u>£37,522</u>	<u>£5,106</u>	<u>£1,159,175</u>						
I&E Q4 2021/22		£423,669	(£308,506)	£115,163		(£65,697)			49,466						
CONTINGENCY RESERVE	£159,562			£159,562		<u>£15,299</u>	<u>(£37,522)</u>	<u>(£5,106)</u>	£132,234						
CONTINGENCY RESERVE AT 31/12/20									<u>£181,700</u>	<u>£0</u>	<u>£297,828</u>	<u>£15,483</u>	<u>£845,864</u>	<u>£181,700</u>	
OPERATIONAL COSTS									<u>£358,610</u>						
CONTINGENCY RESERVE AS PERCENTAGE OF OPERATIONAL COSTS									<u>51%</u>						
SURPLUS / (SHORTFALL)									<u>£2,395</u>						