

**Amended**

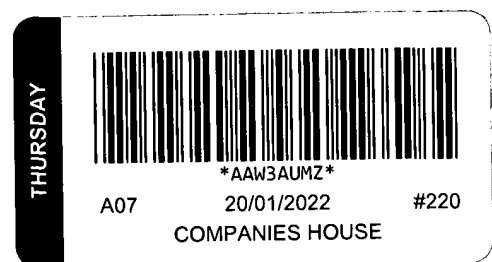
**Company Registration No. 07869426 (England and Wales)**

**NEWHAM PARTNERSHIP WORKING LIMITED**

**FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED**

**31 MARCH 2021**



**tc** accounts • tax • legal • financial planning

The Courtyard  
Shoreham Road  
Upper Beeding  
Steyping  
West Sussex  
BN44 3TN

## **NEWHAM PARTNERSHIP WORKING LIMITED**

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## **NEWHAM PARTNERSHIP WORKING LIMITED**

### **COMPANY INFORMATION**

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<b>Directors</b>	D Asuni R Cleary J Deslandes T Harrison A Ilyas M Rowe S Rowlands P Watson D Williams G Macgregor C Ansell I Vaza (Appointed 1 January 2021)
<b>Secretary</b>	S Beaumont
<b>Company number</b>	07869426
<b>Registered office</b>	Francis House 760 Barking Road London E13 9PJ
<b>Auditor</b>	TC Group The Courtyard Shoreham Road Upper Beeding Steyning West Sussex BN44 3TN

## **NEWHAM PARTNERSHIP WORKING LIMITED**

### **DIRECTORS' REPORT**

**FOR THE YEAR ENDED 31 MARCH 2021**

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The directors present their annual report and financial statements for the year ended 31 March 2021.

#### **Principal activities**

The principal activity of the company continued to be that of the provision of services to local schools, primarily ICT, human resources, governor support, health and safety and associated school support functions.

In addition to the above, the company also acts as agent in ICT hardware and broadband licence procurement transactions on behalf of its member schools.

#### **Directors**

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

A Crispin	(Resigned 31 December 2020)
D Asuni	
R Cleary	
J Deslandes	
T Harrison	
P Hill	(Resigned 31 May 2020)
A Ilyas	
M Rowe	
S Rowlands	
P Watson	
D Williams	
G Macgregor	
C Ansell	
I Vaza	(Appointed 1 January 2021)


#### **Auditor**

TC Group were appointed as auditor to the company and in accordance with section 485 of the Companies Act 2006, a resolution proposing that they be re-appointed will be put at a General Meeting.

#### **Statement of disclosure to auditor**

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

On behalf of the board



T Harrison

**Director**

14 October 2021

**NEWHAM PARTNERSHIP WORKING LIMITED**

**DIRECTORS' RESPONSIBILITIES STATEMENT**

***FOR THE YEAR ENDED 31 MARCH 2021***

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The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## **NEWHAM PARTNERSHIP WORKING LIMITED**

### **INDEPENDENT AUDITOR'S REPORT**

#### **TO THE MEMBERS OF NEWHAM PARTNERSHIP WORKING LIMITED**

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#### **Opinion**

We have audited the financial statements of Newham Partnership Working Limited (the 'company') for the year ended 31 March 2021 which comprise the statement of comprehensive income, the balance sheet, the statement of changes in equity, the statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2021 and of its surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

#### **Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **NEWHAM PARTNERSHIP WORKING LIMITED**

### **INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

#### **TO THE MEMBERS OF NEWHAM PARTNERSHIP WORKING LIMITED**

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##### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

##### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the directors' report and take advantage of the small companies exemption from the requirement to prepare a strategic report.

##### **Responsibilities of directors**

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

##### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

##### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

The objectives of our audit, in respect to fraud, are: to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and to respond appropriately to fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both those charged with governance of the entity and its management.

**NEWHAM PARTNERSHIP WORKING LIMITED**

**INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

**TO THE MEMBERS OF NEWHAM PARTNERSHIP WORKING LIMITED**

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Our approach was as follows:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with the directors and other management (as required by auditing standards), and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations;
- We considered the legal and regulatory frameworks directly applicable to the financial statements reporting framework (FRS 102 and the Companies Act 2006) and the relevant tax compliance regulations in the UK;
- We considered the nature of the industry, the control environment and business performance, including the key drivers for management's remuneration;
- We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit;
- We considered the procedures and controls that the company has established to address risks identified, or that otherwise prevent, deter and detect fraud; and how senior management monitors those programmes and controls.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations. Where the risk was considered to be higher, we performed audit procedures to address each identified fraud risk. These procedures included: testing manual journals; reviewing the financial statement disclosures and testing to supporting documentation; performing analytical procedures; and enquiring of management, and were designed to provide reasonable assurance that the financial statements were free from fraud or error.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.



**NEWHAM PARTNERSHIP WORKING LIMITED**

**INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

**TO THE MEMBERS OF NEWHAM PARTNERSHIP WORKING LIMITED**

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**Use of our report**

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

*TC Group*

**Mark Cummins FCCA (Senior Statutory Auditor)**

**For and on behalf of TC Group**

**Statutory Auditor**

7 December 2021

Office: Steyning

**NEWHAM PARTNERSHIP WORKING LIMITED****STATEMENT OF COMPREHENSIVE INCOME****FOR THE YEAR ENDED 31 MARCH 2021**

		<b>2021</b>	<b>2020</b>
	<b>Notes</b>	<b>£</b>	<b>£</b>
<b>Turnover</b>	<b>3</b>	4,666,003	4,852,309
Cost of sales		(3,140,381)	(4,100,448)
<b>Gross surplus</b>		<b>1,525,622</b>	<b>751,861</b>
Administrative expenses		(1,165,825)	(1,319,886)
Other operating income		144,839	15,285
Exceptional item	<b>4</b>	(84,369)	(66,578)
<b>Operating surplus/(deficit)</b>	<b>5</b>	<b>420,267</b>	<b>(619,318)</b>
Interest receivable and similar income		4,223	24,025
Interest payable and similar expenses	<b>9</b>	(759)	(211,596)
<b>Surplus/(deficit) before taxation</b>		<b>423,731</b>	<b>(806,889)</b>
Tax on surplus/(deficit)	<b>10</b>	(5,424)	(2,598)
<b>Surplus/(deficit) for the financial year</b>		<b>418,307</b>	<b>(809,487)</b>
<b>Other comprehensive income</b>			
Actuarial gain on defined benefit pension schemes		-	2,410,000
Tax relating to other comprehensive income		(51,353)	19,914
<b>Total comprehensive income for the year</b>		<b>366,954</b>	<b>1,620,427</b>

The income and expenditure account has been prepared on the basis that all operations are continuing operations.

The notes on pages 12 to 29 form part of these financial statements

**NEWHAM PARTNERSHIP WORKING LIMITED****BALANCE SHEET****AS AT 31 MARCH 2021**

	Notes	£	2021 £	2020 £
<b>Fixed assets</b>				
Intangible assets	11		24,184	22,121
Tangible assets	12		29,316	21,008
Investments	13		1	1
			<u>53,501</u>	<u>43,130</u>
<b>Current assets</b>				
Debtors	15	701,083	788,482	
Cash at bank and in hand		1,022,270	568,403	
		<u>1,723,353</u>	<u>1,356,885</u>	
<b>Creditors: amounts falling due within one year</b>	16	(1,487,473)	(1,477,906)	
<b>Net current assets/(liabilities)</b>			<u>235,880</u>	<u>(121,021)</u>
<b>Total assets less current liabilities</b>			<u>289,381</u>	<u>(77,891)</u>
<b>Provisions for liabilities</b>			<u>(468)</u>	<u>(7,161,150)</u>
<b>Net assets/(liabilities)</b>			<u>288,913</u>	<u>(7,239,041)</u>
<b>Reserves</b>				
Pension reserve			-	(7,122,203)
Income and expenditure account			288,913	(116,838)
<b>Members' funds</b>			<u>288,913</u>	<u>(7,239,041)</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the board of directors and authorised for issue on 14 October 2021 and are signed on its behalf by:



T Harrison  
Director

Company Registration No. 07869426

The notes on pages 12 to 29 form part of these financial statements

**NEWHAM PARTNERSHIP WORKING LIMITED**

**STATEMENT OF CHANGES IN EQUITY**

**FOR THE YEAR ENDED 31 MARCH 2021**

	<b>Pension reserve £</b>	<b>Income and expenditure £</b>	<b>Total £</b>
<b>Balance at 1 April 2019</b>	<b>(8,770,289)</b>	<b>(89,179)</b>	<b>(8,859,468)</b>
<b>Year ended 31 March 2020:</b>			
Loss for the year	-	(809,487)	(809,487)
Other comprehensive income:			
Actuarial gains on defined benefit plans	-	2,410,000	2,410,000
Tax relating to other comprehensive income	-	19,914	19,914
Total comprehensive income for the year	-	1,620,427	1,620,427
Transfer of net movement on defined benefit pension liability	1,648,086	(1,648,086)	-
<b>Balance at 31 March 2020</b>	<b>(7,122,203)</b>	<b>(116,838)</b>	<b>(7,239,041)</b>
<b>Year ended 31 March 2021:</b>			
Profit for the year	-	418,307	418,307
Other comprehensive income:			
Tax relating to other comprehensive income	-	(51,353)	(51,353)
Total comprehensive income for the year	-	366,954	366,954
Release of pension liability	7,161,000	-	7,161,000
Transfer of net movement on defined benefit pension liability	(38,797)	38,797	-
<b>Balance at 31 March 2021</b>	<b>-</b>	<b>288,913</b>	<b>288,913</b>

The notes on pages 12 to 29 form part of these financial statements

**NEWHAM PARTNERSHIP WORKING LIMITED**

**STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	£	2021 £	£	2020 £
<b>Cash flows from operating activities</b>					
Cash generated from operations	24		478,269		87,964
Interest paid			(759)		(596)
Income taxes paid			(2,521)		-
<b>Net cash inflow from operating activities</b>			<u>474,989</u>		<u>87,368</u>
<b>Investing activities</b>					
Purchase of intangible assets		(3,500)		(1,979)	
Purchase of tangible fixed assets		(21,845)		(9,298)	
Interest received		4,223		24,025	
<b>Net cash (used in)/generated from investing activities</b>			<u>(21,122)</u>		<u>12,748</u>
<b>Net increase in cash and cash equivalents</b>			<u>453,867</u>		<u>100,116</u>
Cash and cash equivalents at beginning of year			568,403		468,287
<b>Cash and cash equivalents at end of year</b>			<u><u>1,022,270</u></u>		<u><u>568,403</u></u>

The notes on pages 12 to 29 form part of these financial statements

## **NEWHAM PARTNERSHIP WORKING LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

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#### **1 Accounting policies**

##### **Company information**

Newham Partnership Working Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Francis House, 760 Barking Road, London, E13 9PJ.

##### **1.1 Accounting convention**

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

The company has taken advantage of the exemption under section 399 of the Companies Act 2006 not to prepare consolidated accounts, on the basis that the group of which this is the parent qualifies as a small group. The financial statements present information about the company as an individual entity and not about its group.

##### **1.2 Going concern**

At the time of approving the financial statements the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future.

Newham Partnership Working Limited (NPW) has generated a £423k profit before tax. This is an improvement of £1.2m from the previous year. Its profit reserve in the balance sheet has improved in 2021 to £289k (2020 - £117k). The net current asset position has also improved in 2021 to £236k (2020 - £121k).

This improvement has been as a result of building on a period of stability and growth for the company. NPW has a high renewal rate of 96.5% against existing contracts and has grown its business outside of Newham, supporting Multi-Academy trusts with School Governance services, Data Protection services and IT services. Following a successful sales campaign NPW launched a number of new services including H & S support; securing over 40 school contracts for a minimum term of 2 years.

NPW has successfully secured a £231k contract from LBN to continue providing statutory support services, as its lead support provider to Newham schools. LBN has also procured a range of additional support services from NPW to support schools throughout the pandemic.

As part of the accommodation strategy, NPW will be moving to a modern and centrally located office space. This will result in fixed costs being reduced further, and creating a better workspace for staff and delegates who attend training.

The directors are satisfied that NPW is able to meet its working capital liabilities through the management of the normal cyclical nature of receipts and payments.

**NEWHAM PARTNERSHIP WORKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2021**

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**1 Accounting policies**

**(Continued)**

The cash flow forecast for the next 12 months indicates that NPW will have sufficient cash assets to be able to meet its debts as and when they are due.

Thus the directors continue to adopt the going concern basis of accounting in preparing the financial statements.

**1.3 Turnover**

Turnover is recognised at the fair value of the consideration received or receivable for goods and services provided in the normal course of business, and is shown net of VAT and other sales related taxes. The fair value of consideration takes into account trade discounts, settlement discounts and volume rebates.

**1.4 Intangible fixed assets other than goodwill**

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Software	25% - 33.3% straight line
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**1.5 Tangible fixed assets**

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold land and buildings	Over the remaining length of the lease
Fixtures and fittings	20% straight line
Computers	33.3% straight line

Residual value is calculated on prices prevailing at the reporting date, after estimated costs of disposal, for the asset as if it were at the age and in the condition expected at the end of its useful life.

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to surplus or deficit.

Minor items of capital expenditure up to £1,000 are written off to profit and loss (unless part of a larger project with a value in excess of £1,000).

**NEWHAM PARTNERSHIP WORKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2021**

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**1 Accounting policies**

**(Continued)**

**1.6 Fixed asset investments**

Interests in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. The investments are assessed for impairment at each reporting date and any impairment losses or reversals of impairment losses are recognised immediately in surplus or deficit.

A subsidiary is an entity controlled by the company. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

**1.7 Impairment of fixed assets**

At each reporting period end date, the company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

**1.8 Cash at bank and in hand**

Cash at bank and in hand are basic financial assets and include cash in hand and deposits held at call with banks.

**1.9 Financial instruments**

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Classification of financial liabilities***

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.



**NEWHAM PARTNERSHIP WORKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2021**

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**1 Accounting policies**

**(Continued)**

***Basic financial liabilities***

Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recognised in profit or loss immediately, together with any changes in the fair value of the hedged asset or liability that are attributable to the hedged risk.

**1.10 Taxation**

The tax expense represents the sum of the tax currently payable and deferred tax.

***Current tax***

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

***Deferred tax***

Deferred tax liabilities are generally recognised for all timing differences and deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the profit and loss account, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset when the company has a legally enforceable right to offset current tax assets and liabilities and the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

**NEWHAM PARTNERSHIP WORKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2021**

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**1 Accounting policies**

**(Continued)**

**1.11 Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits. Termination benefits recognised as an expense in the year amount to £84,369 (2020: £66,578).

Retirement benefits of employees of the company are provided by the Local Government Pension Scheme ("LGPS"), which is a defined benefit scheme, contracted out of the State Earnings Related Pension Scheme ("SERPS") with the assets held separately from those of the company. The cost of providing benefits under defined benefit plans is determined separately for each plan, and is based on actuarial advice. The LGPS is a funded scheme and the assets are held separately from those of the company in separate trustee administered funds. Pension scheme assets are measured at fair value and the scheme liabilities are measured using the projected unit credit method, discounted using a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each reporting date.

Gains or losses recognised in profit or loss:

- The change in the net defined benefit liability arising from employee service during the year is recognised as an employee cost.
- The cost of plan introductions, benefit changes, settlements and curtailments are recognised as incurred.
- Net interest on the defined benefit asset/liability comprises the interest cost on the defined benefit obligation and interest income on the plan assets, calculated by multiplying the fair value of the plan assets at the beginning of the period by the rate used to discount the benefit obligation.

Gains or losses recognised in other comprehensive income:

- Actuarial gains and losses.
- The difference between the interest income on the plan assets and the actual return on the plan assets.

**1.12 Leases**

Rentals payable under operating leases, including any lease incentives received, are charged to profit or loss on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the leases asset are consumed.

**NEWHAM PARTNERSHIP WORKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2021**

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**1 Accounting policies**

**(Continued)**

**1.13 Government grants**

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

Grants of a revenue nature are credited to income in the period to which they relate.

Government grants on capital expenditure are credited to a deferral account and are released to other operating income in accordance with the depreciation rate of the asset to which they relate. The release in 2021 totalled £15,285 (2020: £15,285).

**1.14 Agency sales**

The company acts in an agency capacity for the purchase and sale of ICT hardware and broadband licences on behalf of its member schools. Turnover relating to these agency sales is disclosed in the notes to the financial statements as a memo disclosure only. Debtors and creditors for these transactions are included within trade debtors and trade creditors where the company receives and settles monies in respect of these transactions. These are separately identified as relating to agency transactions.

**2 Judgements and key sources of estimation uncertainty**

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**Critical accounting estimates and assumptions**

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

***Defined benefit pension scheme***

The valuation of the defined benefit pension scheme is based on a number of assumptions. Further details can be found in note 18.

**Recoverability of debtors**

The judgements, estimates and associated assumptions necessary to assess the recoverability of these balances are based on historical experience and other reasonable factors.

**NEWHAM PARTNERSHIP WORKING LIMITED****NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2021****3 Turnover and other revenue**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Turnover analysed by class of business</b>		
Services to schools	4,666,003	4,852,309
	<u>          </u>	<u>          </u>
	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Other significant revenue</b>		
Interest income	4,223	24,025
Grants received - Coronavirus job retention scheme	129,554	-
	<u>          </u>	<u>          </u>

**(a) As principal**

Turnover, stated net of value added tax, consists of UK sales generated from the provision of support services to local schools, relating to ICT, human resources, governor support, health and safety and associated school support functions.

**(b) As agent**

The company has acted as agent on behalf of its member schools in connection with the procurement of ICT hardware and broadband licences. The value of these procurement transactions, whereby Newham Partnership Working Limited act as agent was £1,041,619 (2020: £946,154). This amount has not been recognised and disclosed as turnover within the company's income statement. Newham Partnership Working Limited recognises the commission earned in respect of these transactions only.

Outstanding balances in relation to these agency arrangements are contained within notes 14 and 15 to the financial statements.

**4 Exceptional item**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Expenditure</b>		
Redundancy costs	84,369	66,578
	<u>          </u>	<u>          </u>

Exceptional costs relate to redundancy costs in relation to the restructuring of the company.

**NEWHAM PARTNERSHIP WORKING LIMITED****NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2021****5 Operating surplus/(deficit)**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Operating surplus/(deficit) for the year is stated after charging/(crediting):		
Government grants - Coronavirus Job Retention Scheme	(129,554)	-
Depreciation of owned tangible fixed assets	13,537	14,374
Amortisation of intangible assets	1,437	4,739
Operating lease charges	153,238	149,820
	<u>          </u>	<u>          </u>

**6 Auditor's remuneration**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Fees payable to the company's auditor and associates:		
<b>For audit services</b>		
Audit of the financial statements of the company	17,500	15,500
	<u>          </u>	<u>          </u>
<b>For other services</b>		
All other non-audit services	350	2,500
	<u>          </u>	<u>          </u>

**7 Employees**

The average monthly number of persons (including directors) employed by the company during the year was:

	<b>2021</b>	<b>2020</b>
	<b>Number</b>	<b>Number</b>
ICT	11	16
HR	13	12
Governor Services	8	9
School Support	4	5
Overheads	8	9
Training	4	4
Business Development Team	4	4
MIS	6	-
	<u>          </u>	<u>          </u>
Total	58	59
	<u>          </u>	<u>          </u>

**NEWHAM PARTNERSHIP WORKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2021**

**7 Employees (Continued)**

Their aggregate remuneration comprised:

	2021	2020
	£	£
Wages and salaries	2,324,292	2,402,837
Social security costs	240,421	253,015
Pension costs	330,799	1,024,801
	<u>2,895,512</u>	<u>3,680,653</u>

Included within pension costs above are payments of £330,799 (2020: £493,801) made in the year and an adjustment of £nil (2020: £531,000) to align pension costs with those in the FRS 102 actuarial report prepared by Barnett Waddingham.

**8 Directors' remuneration**

The number of directors for whom retirement benefits are accruing under defined benefit schemes amounted to 1 (2020 - 1).

Directors remuneration for the year totaled £96,593 (2020: £75,106), comprised of salary costs of £90,884 (2020: £68,486), pension contributions of £5,262 (2020: £6,376) and benefits in kind of £447 (2020: £244). No further fees were paid in respect of directors' services (2020: £Nil).

**9 Interest payable and similar expenses**

	2021	2020
	£	£
<b>Interest on financial liabilities measured at amortised cost:</b>		
Interest on bank overdrafts and loans	759	596
<b>Other finance costs:</b>		
Interest on net defined benefit pension liability	-	211,000
	<u>759</u>	<u>211,596</u>

**10 Taxation**

	2021	2020
	£	£
<b>Current tax</b>		
UK corporation tax on profits for the current period	5,706	2,521
Adjustments in respect of prior periods	(600)	-
	<u>5,106</u>	<u>2,521</u>

**NEWHAM PARTNERSHIP WORKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2021**

**10 Taxation**

**(Continued)**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Deferred tax</b>		
Origination and reversal of timing differences	318	77
	<u>          </u>	<u>          </u>
<b>Total tax charge</b>	<b>5,424</b>	<b>2,598</b>
	<u>          </u>	<u>          </u>

The actual charge for the year can be reconciled to the expected charge/(credit) for the year based on the profit or loss and the standard rate of tax as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Profit/(loss) before taxation	423,731	(806,889)
	<u>          </u>	<u>          </u>
Expected tax charge/(credit) based on the standard rate of corporation tax in the UK of 19.00% (2020: 19.00%)	80,509	(153,309)
Permanent capital allowances in excess of depreciation	(2,349)	1,404
Under/(over) provided in prior years	(600)	-
Mutual trading adjustment	(72,454)	16,123
Deferred tax movement	318	77
Defined benefit pension adjustment	-	140,980
Loss relief	-	(2,677)
	<u>          </u>	<u>          </u>
<b>Taxation charge for the year</b>	<b>5,424</b>	<b>2,598</b>
	<u>          </u>	<u>          </u>

In addition to the amount charged to the profit and loss account, the following amounts relating to tax have been recognised directly in other comprehensive income:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Deferred tax arising on:</b>		
Actuarial differences recognised as other comprehensive income	51,353	(19,914)
	<u>          </u>	<u>          </u>

**NEWHAM PARTNERSHIP WORKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2021**

**11 Intangible fixed assets**

	Software £
<b>Cost</b>	
At 1 April 2020	51,631
Additions	3,500
	<hr/>
At 31 March 2021	55,131
	<hr/>
<b>Amortisation and impairment</b>	
At 1 April 2020	29,510
Amortisation charged for the year	1,437
	<hr/>
At 31 March 2021	30,947
	<hr/>
<b>Carrying amount</b>	
At 31 March 2021	24,184
	<hr/> <hr/>
At 31 March 2020	22,121
	<hr/> <hr/>

Amortisation charges are included in 'Administrative expenses' in the Statement of Comprehensive Income.

**12 Tangible fixed assets**

	Leasehold land and buildings £	Fixtures and fittings £	Computers £	Total £
<b>Cost</b>				
At 1 April 2020	215,114	87,720	32,146	334,980
Additions	-	10,994	10,851	21,845
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2021	215,114	98,714	42,997	356,825
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Depreciation and impairment</b>				
At 1 April 2020	203,844	83,105	27,023	313,972
Depreciation charged in the year	5,685	4,049	3,803	13,537
	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2021	209,529	87,154	30,826	327,509
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Carrying amount</b>				
At 31 March 2021	5,585	11,560	12,171	29,316
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 31 March 2020	11,270	4,615	5,123	21,008
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>



**NEWHAM PARTNERSHIP WORKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2021**

**13 Fixed asset investments**

	Notes	2021 £	2020 £
Investments in subsidiaries	14	1	1

**Movements in fixed asset investments**

	Shares in group undertakings £
<b>Cost or valuation</b>	
At 1 April 2020 & 31 March 2021	1
<b>Carrying amount</b>	
At 31 March 2021	1
At 31 March 2020	1

**14 Subsidiaries**

Details of the company's subsidiaries at 31 March 2021 are as follows:

Name of undertaking	Registered office	Class of shares held	% Held Direct
The Education Space Limited	United Kingdom	Ordinary	100.00

The Education Space Limited, a company incorporated in England and Wales, remained dormant in the year to 31 March 2021.

**15 Debtors**

	2021 £	2020 £
<b>Amounts falling due within one year:</b>		
Service charges due	229,511	206,491
Other debtors	52,396	96,104
Prepayments and accrued income	419,176	434,534
	701,083	737,129
Deferred tax asset (note 17)	-	51,353
	701,083	788,482

Debtors include an amount of £33,983 (2020: £33,983) which is due after more than one year.

**NEWHAM PARTNERSHIP WORKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2021**

**16 Creditors: amounts falling due within one year**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Trade creditors	518,677	447,143
Corporation tax	5,106	2,521
Other taxation and social security	122,114	76,776
Other creditors	87,883	101,679
Accruals and deferred income	753,693	849,787
	<u>1,487,473</u>	<u>1,477,906</u>

**17 Deferred taxation**

The following are the major deferred tax liabilities and assets recognised by the company and movements thereon:

	<b>Liabilities</b>	<b>Liabilities</b>	<b>Assets</b>	<b>Assets</b>
	<b>2021</b>	<b>2020</b>	<b>2021</b>	<b>2020</b>
<b>Balances:</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Accelerated capital allowances	468	150	-	-
Retirement benefit obligations	-	-	-	51,353
	<u>468</u>	<u>150</u>	<u>-</u>	<u>51,353</u>

	<b>2021</b>
<b>Movements in the year:</b>	<b>£</b>
Asset at 1 April 2020	(51,203)
Charge to profit or loss	318
Charge to other comprehensive income	51,353
	<u>468</u>
Liability at 31 March 2021	<u>468</u>

The deferred tax liability set out above is expected to reverse within 12 months and relates to accelerated capital allowances that are expected to mature within the same period.

**NEWHAM PARTNERSHIP WORKING LIMITED****NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2021****18 Retirement benefit schemes****Defined benefit schemes**

The company operated a defined benefit scheme for qualifying employees. On admission to the company the pensionable service of the eligible employees was transferred within the LGPS section of London Borough of Newham Pension Fund to Newham Partnership Working Limited, who were subsequently responsible for the liabilities in respect of that service, and were allocated assets in respect of them.

The company reached agreement with London Borough of Newham to amend the Admissions and Service Agreements to treat the Local Government Pension Scheme (LGPS) as a 'passthrough' arrangement. With effect from April 2020 Newham Partnership Working no longer held any liability for LGPS benefits held by Newham Partnership Working employees. The contribution to the scheme is capped at 17.6%, with any shortfall being met by London Borough of Newham and any reduction to be recompensed.

There were approximately 62 members at the time of the 'passthrough' arrangement.

The 31 March 2020 defined benefit scheme disclosures were based on actuarial valuations of plan assets and the present value of the defined benefit obligation carried out at 13 May 2020 by Barnett Waddingham LLP, Fellow of the Institute of Actuaries. The present value of the defined benefit obligation, the related current service cost and past service cost were measured using the projected unit credit method. Past service costs were recognised immediately in the income statement and actuarial gains and losses were recognised in other comprehensive income in the year in which they arise.

	<b>2021</b>	<b>2020</b>
	<b>%</b>	<b>%</b>
<i>Key assumptions</i>		
Discount rate	-	2.35
Expected rate of increase of pensions in payment	-	1.85
Expected rate of salary increases	-	4.15
RPI increases	-	2.65
CPI increases	-	1.85
	=====	=====
<i>Mortality assumptions</i>	<b>2021</b>	<b>2020</b>
Assumed life expectations on retirement at age 65:	<b>Years</b>	<b>Years</b>
Retiring today		
- Males	-	21.2
- Females	-	23.9
	=====	=====
Retiring in 20 years		
- Males	-	22.8
- Females	-	25.5
	=====	=====

**NEWHAM PARTNERSHIP WORKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2021**

**18 Retirement benefit schemes**

**(Continued)**

	<b>2021</b>	<b>2020</b>
<i>Amounts recognised in the profit and loss account</i>	<b>£</b>	<b>£</b>
Current service cost	-	682,000
Net interest on defined benefit liability/(asset)	-	211,000
Other costs and income	-	263,000
	<hr/>	<hr/>
Total costs	-	1,156,000
	<hr/>	<hr/>

	<b>2021</b>	<b>2020</b>
<i>Amounts taken to other comprehensive income</i>	<b>£</b>	<b>£</b>
Actual return on scheme assets	-	809,000
Less: calculated interest element	-	297,000
	<hr/>	<hr/>
Return on scheme assets excluding interest income	-	1,106,000
Actuarial changes related to obligations	-	(3,516,000)
	<hr/>	<hr/>
Total costs/(income)	-	(2,410,000)
	<hr/>	<hr/>

The amounts included in the balance sheet arising from the company's obligations in respect of defined benefit plans are as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Present value of defined benefit obligations	-	18,445,000
Fair value of plan assets	-	(11,284,000)
	<hr/>	<hr/>
Deficit in scheme	-	7,161,000
	<hr/>	<hr/>

**NEWHAM PARTNERSHIP WORKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2021**

**18 Retirement benefit schemes**

**(Continued)**

	<b>2021</b>
	<b>£</b>
<i>Movements in the present value of defined benefit obligations</i>	
Liabilities at 1 April 2020	18,445,000
Passthrough arrangement release	(18,445,000)
At 31 March 2021	-

The defined benefit obligations arise from plans which are wholly unfunded.

	<b>2021</b>
	<b>£</b>
<i>Movements in the fair value of plan assets</i>	
Fair value of assets at 1 April 2020	11,284,000
Passthrough arrangement release	(11,284,000)
At 31 March 2021	-

The actual return on plan assets was £- (2020 - £809,000).

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<i>Fair value of plan assets at the reporting period end</i>		
Equity instruments	-	6,232,000
Debt instruments	-	727,000
Property	-	1,352,000
Other bonds	-	798,000
Cash	-	425,000
Alternative assets	-	1,750,000
	-	11,284,000

**19 Members' liability**

The company is limited by guarantee, not having a share capital and consequently the liability of members is limited, subject to an undertaking by each member to contribute to the net assets or liabilities of the company on winding up such amounts as may be required not exceeding £1.

**NEWHAM PARTNERSHIP WORKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2021**

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**20 Reserves**

**Pension reserve**

The pension reserve represents the cumulative actuarial gains and losses on the defined benefit pension scheme, net of deferred tax. This reserve forms part of the overall distributable reserves.

**Profit and loss reserves**

The profit and loss reserve represents the cumulative profit and loss.

**21 Operating lease commitments**

**Lessee**

At the reporting end date the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Within one year	153,238	153,238
Between two and five years	29,646	182,884
	<u>182,884</u>	<u>336,122</u>

**22 Related party transactions**

The remuneration of key management personnel in the year amounted to £336,717 (2020: £384,362).

During the year Newham Partnership Working Limited provided services to a number of member schools in the London Borough of Newham area. The schools had an employee working for them or a governing body member, who was also a director of Newham Partnership Working Limited. All of the aforementioned transactions were carried out on a normal commercial basis.

**23 Ultimate controlling party**

In the opinion of the directors there is deemed to be no one controlling party.

**NEWHAM PARTNERSHIP WORKING LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2021**

**24 Cash generated from operations**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Surplus/(deficit) for the year after tax	418,307	(809,487)
<b>Adjustments for:</b>		
Taxation charged	5,424	2,598
Finance costs	759	211,596
Investment income	(4,223)	(24,025)
Amortisation and impairment of intangible assets	1,437	4,739
Depreciation and impairment of tangible fixed assets	13,537	14,374
Pension scheme non-cash movement	-	531,000
<b>Movements in working capital:</b>		
Decrease/(increase) in debtors	36,046	(48,180)
Increase in creditors	6,982	205,349
<b>Cash generated from operations</b>	<u>478,269</u>	<u>87,964</u>

**25 Analysis of changes in net funds**

	<b>1 April 2020</b>	<b>Cash flows</b>	<b>31 March 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Cash at bank and in hand	<u>568,403</u>	<u>453,867</u>	<u>1,022,270</u>