



Business Plan 2017-20

Foreword

This Plan forms the basis for a viable and sustainable financial strategy for 2017-20, and will set the benchmark on which we will seek to improve and deliver coherent and integrated services for young people moving forwards. It also sets out our priorities for investment, efficiencies and shifts in activity so that we can continue to be the best we can be in meeting the needs of young people, particularly those with learning disabilities, in a fast changing environment.

At the heart of our success is the on-going involvement of young people in everything we do; our commitment to collaboration with parents and partners; our unique combination of support and empowerment of our students and our combination of nationally driven educational framework and policy with high quality bespoke delivery.

Most of all, The Petty Pool Trust success is about the excellent staff and volunteers who work tirelessly with extraordinary passion, skills and talents to work positively with young people and who demonstrate the change we want to see in the world through their actions and words.

Jayne Wilson
Chief Executive

The Petty Pool Trust

The charity is controlled by its governing document, a deed of trust, and currently constitutes an unincorporated charity.

The charity was set up on 18th May 1981 and is governed by its revised constitution adopted on 1st May 2003 as amended 25th November 2003. The charity operates under the name of The Petty Pool Trust, with operational activities divided between the Petty Pool Vocational College, which provides education and training for young people with learning disabilities, and the Petty Pool Outdoor Centre, providing personal development through adventurous activities.

In 2016 The Trustees took the decision to become incorporated in order to provide greater accountability and stability to the organisation. We have also used this process to review our governing document and objectives and will be asking the Charity Commission to approve this in the forthcoming year.

The Petty Pool Vocational College

The Petty Pool Vocational College educates and supports up to 85 full time students from across Cheshire, Halton and Warrington. The principal source of funding is through a sub contract partnership with South Cheshire, with additional support from charitable donations from individuals and trusts. All applicants must have an Education Health Care Plan or equivalent. We accommodate learners with a range of learning difficulties and disabilities including Moderate/Severe Learning Disabilities, Specific Learning Disabilities, Physical Disabilities, Communication Needs, Autistic Spectrum Conditions, Epilepsy, Down's Syndrome, Williams Syndrome and Fragile X. This list is not prescriptive or exhaustive and each individual learner's condition is assessed at preliminary interview, allowing the college to develop an individualised learning and support plan for each learner if the college believes that Petty Pool is the right progression opportunity for them.

Through the college we offer a 39 week academic year, providing a full timetable 9am-4pm Monday to Thursday. The college firmly believes that this supports continuity of learning for our students, helping them to prepare for realistic employment in the future. We take a very holistic approach to supporting our learners, in line with The Children and Families Act 2014, which introduced a new framework for children and young people aged 0-25 with Special Educational Needs. We continue to work closely with parents, social services, behavioural support teams and community nurses, speech and language therapy and young people's services to ensure the young people get the support they need.

Eleven classes support up to 90 students, with entry level tutors and learner mentors plus a range of specialist provision We offer City & Guilds Entry Level vocational courses in: Animal Care, Horticulture and Conservation, Hospitality, Catering, Retail, IT, Employability, Preparation for Work and Preparation for Independence from which learners select their core aim. In addition to this, all students have a day and a half non-qualification activity made up of weekly

Functional Skills, Tutorial, Life Skills, and Enrichment Sessions within their timetable.

WORK BASED LEARNING Students start developing vocational skills as they start their vocational course and at Petty Pool we try to make the settings as realistic as possible. Our catering and hospitality students run our student canteen, animal care students look after the animal on the farm and our horticulture course opens to sell plants to the public as well as supporting our MORE maintenance project. All our courses all have links with external work placements and when students are ready we then source and support students to access independent work placements. This may involve support in the workplace short or long term or could be training to access public transport independently. Our job coaches also support students in finding employment ready for when they leave the college. Previous successful students are now employed by a range of small and large business throughout the area.

MORE PROJECT This year we have also launched our MORE Maintenance Service. The Meaningful Opportunities Realistic Employment project was set up to develop student's employability skills in horticulture and customer service and provides garden maintenance to local elderly or disabled residents.

The Petty Pool Outdoor Education Centre

Personal development programmes, primarily for children and young people with learning disabilities, are delivered by the Petty Pool Outdoor Education Centre, ranging from day visits to residential provision. Visiting groups include: special schools; enrichment programmes for Colleges of FE; mainstream schools; other youth working organisations; and corporate days. A significant partnership is with Rotary and Rotary International, with the International summer camp, RYLA, and 'Urban Kids Go Outdoors.'

Access to the services delivered by the Outdoor Education Centre is open to all young people including those with learning disabilities, with due regard to diversity and inclusion. Personal development opportunities through the Outdoor Centre enable enriching and challenging activities, that can enhance self-esteem and personal growth in a protective, though challenging environment, in which young people can prosper, and achieve the highest level of attainment possible.

Services offered through our outdoor education centre include:-

UKGO - in partnership with rotary Urban Kids Go Outdoors offers schools a chance to come to Petty Pool and take part in a range of team building and problem solving activities.

School residentials - bespoke personal development programmes for school and youth groups utilising our outdoor equipment and 35 acre site.

Youth leadership programmes - again in partnership with Rotary our youth leadership programmes aim to empower young people to come together from

different areas, explore the concepts of leadership and explore how they can take more of an active role in their communities.

Holiday and respite care for young adults with learning disabilities utilising both our outdoor activities and other resources including our catering facilities we provide leisure and set date respite facilities to current and previous students

We also provide induction and team building activities for our students in the vocational college.

Our vision, mission and values

Objectives and aims

The Petty Pool Trust's objectives are

- To educate and train young people with learning disabilities including vocational and basic skills, personal development preparing them for possible work placements and employment and encouraging independent living
- Promote the personal development of young people, including those with learning disabilities, through the provision of challenging activities



The Petty Pool Trust has been delivering high quality services to young people, particularly those with learning disabilities for over 30 years. This plan now sets out our ambitious vision to begin to provide additional services in order that more young people can benefit and in a more intensive manner than ever before



- **Peter Hickson, Chair**

Our Vision:

To achieve Excellence

Mission:

Petty Pool aims to provide every visitor or learner with an effective and enjoyable educational experience that empowers them to reach their full potential

Our student friendly mission

Happy Learners

Values:

The Petty Pool Trust considers the following to be essential elements of effective provision:

- **Supportive** - A calm, supportive and welcoming learning environment
- **Partnership** - Appreciating all stakeholders and their unique contribution to our success
- **Quality** - High quality teaching and a curriculum designed to accommodate and respond to the ever-changing needs of the individual. Striving to continuously develop and improve what we do
- **A holistic** approach where all aspects of personal development are addressed be they academic, vocational, social or emotional
- **Empowering** An emphasis on the continuity of learning and the transference of skills acquired to the home and other areas of students' lives
- **Safe** A commitment to ensure the health, wellbeing, safety, security, enjoyment and happiness of all students and work in partnership with other professionals to facilitate this where necessary
- **Non Judgemental** A culture that promotes independence, equality, inclusion, the rights of the individual and respect for all

” I love coming to Petty Pool and I definitely made the right decision to come here. The course is brilliant but the best thing is that you are treated like an adult and the staff are always here to support you ”

Student at Petty Pool

Strategic goals

Our strategic framework for 2017-20 sets out our ambition to double the number of young people with disabilities we support each year, from a baseline of 89 in 2016 to 180 in 2020, and to ensure we continue to deliver all our services to the highest quality. We also want to increase the number of visitors to our outdoor education centre from 1500 in 2016 to over 2000 by 2020.

Our intention is to work holistically with young people to develop to their potential, whether this is through the development of the personal and social development, independence and employability whilst ensuring students achieve educationally.

We will work collaboratively with other organisations to ensure young people continue to get the services they need.

“ I can't believe the difference in my son since he started at Petty Pool. Not only is he learning on his course and developing skills to make him more independent, he is also growing in confidence. He smiles every day when he knows it is a college day! Thank you

- Parent of student at Petty Pool

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Our eight strategic goals

Our strategic framework sets out eight strategic goals which establish our priorities and activity plans for 2017-20. This plan translates those goals into business plan priorities, and including details of how we will improve our services for young people in the forthcoming year

Goal 1 To develop and enhance the leadership and management of the organisation

Priorities
Incorporate the organisation
Increase capacity of management team and board
Develop strategic approach

Goal 2 Continuously improve and develop our Education provision

Priorities
From good to outstanding
Support more young people from education to employment
Develop our provision in terms of geographical reach and diversified services

Goal 3 Continuously improve our outdoor education provision

Priorities
Develop the offer including forest adventures
Working with the College to provide informal learning opportunities for students and other young people
Development of respite and holiday provision

Goal 4 Develop a strong Petty Pool workforce connected to and driven by our values

Priorities
Investing in the organisation

Goal 5 Invest and improve in our facilities

Priorities
To develop our current facilities through planned investment
To explore the opportunity for delivery at an additional local site in Cheshire East

Goal 6 Diversify our services – to reach more young people

Priorities
Create other opportunities for young people with learning disabilities
Development of informal learning opportunities - PFA
Development of respite and holiday provision

Goal 7

Raise our profile

Plan priority

Addressing local needs and priorities

Working in partnership effectively

Develop marketing strategy

Goal 8

Develop a robust and sustainable approach to financial planning

Priorities

Efficiency and income generation

A review of our achievements so far

Vocational College and Education Provision

Academic achievements for 2015-16

- All of our students were retained in our study programmes
- 85% gained a qualification in functional skills
- 98% gained their core vocational qualification
- All of our students accessed work placements with over 111 different work opportunities, provided by over 41 providers including Waitrose, Delemere Forest, Chester University, Chester Zoo, Barclays Bank, CLIC and Nunsmere Hotel
- Over 35% of our leavers were trained to travel independently

Key Strengths

As identified in our teaching learning and assessment report from South Cheshire College which stated that

- Independent learning skills were being well developed both inside and outside of class
- Teacher / student rapport promotes learner confidence and this is demonstrated in learner pride
- In class support, is well considered, directed and improving independent learning
- There is excellent embedding of English and maths across all curriculum areas

Where our students progressed to:

- 13 % (3) into Paid Work
- 32 % (8) into Voluntary Work
- 8 % (2) continued in Further Ed with other Providers
- 9 % (2) into Further Training
- 29 % (7) into accessing Payable Services - "Community Employment"
- 4 % (1) into accessing Payable Services - "No Employment Focus"
- 4 % (1) unknown

Our students positive contribution

All of our learners participated in a range of activities to develop personal, social and work skills & enhance employability whilst promoting the benefit of volunteering. These include

- CSV 'Make a Difference' week Rhododendron Clearance in partnership with Cheshire Wildlife Trust and Conservation Project (Saltscape)
- Volunteer programme in partnership with the Forestry Commission
- Christmas Present Wrapping & Luke the bus Grotto prep. (St Luke's Hospice) and Shoe boxes for Operation Christmas Child (Barclays)
- Fundraising for Children in Need, Macmillan and for student activities

Student feedback about our work

Students are at the heart of life at Petty Pool and through our learner forums, student council and student survey we are constantly listening to our students so we can further improve our service. Last year in our student survey student feedback was

- 92% say lessons are interesting
- 96% say they enjoy their course
- Over 94% of students think the tutor is friendly, gives useful feedback and treats them like an adult and students feel like they can talk to them if they have a problem
- Over 90% of students think learner mentors are helpful, treats them like an adult and supports them in class
- 90% of students say the class is clean and safe and comfortable and that they have the things they need to complete the course including access to useful IT resources

Our outdoor education provision

The past year has seen considerable success for the Outdoor Centre.

- The number of young people participating in our education programmes increased from 1289 to 1430
- Maintained residential stays, with an increased average of 25 clients per stay, resulted in 37% of our calendar.
- Increased days visits, resulting in an additional 12 day visits with 6 Schools from new catchment areas.
- Two Rotary Holiday residential with 14 clients per group. New camp, Macau had 11 students over 10 days, running alongside RYLA & Chester Gym.
- We started to develop our provision for social services and holidays and respite during the holidays
- Between February- December, 75% of days available were booked a 14% increase on 2015

The new environment

Addressing local needs and priorities

There is a certain degree of uncertainty on the opportunities and risks to the future of Petty Pool as the education provision and funding of high needs students continues to change.

Our SLA and partnership with South Cheshire College is strong and will soon be entering its 15th year, but there may be significant changes to how education provision is delivered generally throughout Cheshire and Warrington with merged colleges. Local authorities, who also contribute a large part of our funding, via the South Cheshire Contract, are also wanting local provision, value for money, and a commitment for young people to make effective progress around a range of outcomes, which can sometimes contradict the educational outcomes we also need to provide.

However we know that our provision is strong, based on an effective and high quality approach and a robust reputation with parents, carers and other stakeholders. We will continue to work in partnership and respond to the local needs and priorities of young people, parents and carers, our college partners and our local authority commissioners.

We know that with the changes ahead we must be nimble in identifying and responding to opportunities while continuing to work within robust quality standards and our successful ethos.

We will constantly innovate, continuously improve our quality, expand our services, and be a loud voice for our young people to deliver the opportunities they need.

As part of the preparation for this business plan a SWOT has been prepared and is attached as appendix 1

It is recognised that in future the business plan, and SWOT development should be more inclusive with the whole organisation.

Strategic Aim 1 To develop and enhance the leadership and management of the organisation

In the past year we have undertaken a governance review which led to the charity moving towards incorporation. We will continue to develop the governance of the organisation in the forthcoming year.

We will develop a more strategically focussed governing board, who will focus on setting strategic direction, monitoring delivery of our services and assuring compliance with strategy and public regulations

Operational direction of all aspects of the Trust will be delegated to the organisations CEO and SMT with clear reporting and accountability to the Trustees.

We will achieve this by

- Concluding the incorporation and undertaking a comprehensive governance review
- Develop the board
 - Assess the training needs of current Trustees and develop an appropriate training and development plan
 - Recruiting at least two additional trustees with experience in education, learning disability, or HR
- Continue to develop our key performance indicators and performance reporting
- Develop policies and procedures for our reserves and investments to ensure we effectively utilise the legacy to further develop the organisation

Success will be

- A robust incorporated organisation with a clear vision and strategy
- Two additional new trustees with clear roles, responsibilities and reporting between the Senior Management Team and Trustees
- A strong working relationship between the board, the SMT and the student body

Strategic aim 2: Continuously improve and develop our Education provision

At the heart of our success is our ability to support young people to overcome the barriers they face and reach their potential. We will build on our unique approach, sharing and replicating innovation and best practice.

For the operational, annual detail of our commitment to continuous improvement and continuing our journey from good to outstanding we will produce a self assessment report and continuous improvement plan for South Cheshire College. This will be linked to the annual business plan which will be produced which will reflect the wider ambitions of the organisation.

The proposed merger of Colleges across Warrington and Cheshire could be an opportunity to develop our provision further, we will explore opportunities with local authorities, and South Cheshire College to build upon the offer of Petty Pool and assess if there is an opportunity to replicate in other locations including South and West Cheshire and Warrington.

Education to Employment

Our vocationally realistic settings, including students running our kitchen, gardening project and animal care department enable students to gain experience whilst developing the right set of skills to enter employment. We will continue to develop our programmes, working with key local employers who can offer employment to our students.

However the pressures to deliver a study programme and vocational course, whilst also running key elements of the business means that staff are often under pressure and there are no resources to develop the services to provide more effective training facilities.

We will improve our services for young people by continuing delivering a responsive, high quality education and training programmes in a range of realistic settings.

We know our innovative education and employability programmes can be developed further to support more young people into employment. We will do this by

- Developing partnerships with key regional employers who will be supportive in training and employing our students
- Work with employers to improve our vocational courses to ensure that they reflect industry standards
- Developing the supported internship model including a roll on roll on offer for young people not referred via the Vocational College

- Reviewing and improving our vocational courses that we currently offer to reflect the realistic
- Improve the facilities to ensure they reflect industry standards and realistic workplaces
- Develop our own community facing services to provide additional realistic work opportunities
- Continue to develop our support to young people through the provision of high quality information advice and guidance

Success will be ...

- An increase per year in the number of young people participating in supported internships. By the end of the three years we want to be supporting at least 20 young people each year through supported internships model
- A general increase in the number of students gaining employment
- Developing our catering and hospitality courses with over 20 students participating in this curriculum area, with a robust pathway to employment with Premier Inn
- Developing a forum/stakeholder group of local employers to support our curriculum developments
- Develop the community gardening project to be self sustaining/offer employment to ex-student and to develop an on site community café again employing an ex student
- Gaining Matrix qualification

Strategic aim 3: Continuously improve and develop our outdoor education provision

Our outdoor education centre has been providing educational residential and day visits for the past 13 years. With a variety of equipment and activities and residential accommodation for 32 the centre provides quality services. The partnership with Rotary is crucial to this success providing over £40,000 of funding for local schools to have their first taste of Petty Pool through UKGO or in funding three summer camps. Considerable progress has been made in the past year to ensure that we have a realistic pricing structure and we have started to diversify our programmes.

However more needs to be done to develop the services we provide and to ensure this part of the organisation is self sufficient and providing a key source of income for the wider organisation and the resources are utilised throughout the year.

We will do this by

- Maximise bookings through existing and new customers
- Developing our provision to deliver high quality services which meet the needs of our visitors including the introduction of more robust session planning with a learning framework
- Develop additional services including the introduction of 'forest adventures'
- Create a flexible staffing team to provide leisure break and holiday provision for young people with learning disabilities
- Continue to improve links with, and offer additional services to, our college students
- A robust and well thought through marketing plan for the provision

Success will be ...

- A full calendar of events and activities which provides added value to our college students
- A 10% increase per year in the number of young people participating in activities
- Annual increase in income of £20,000 per year for next three years, whilst controlling costs

- By Spring 2017 additional service of forest adventures offered to existing customers
- By Spring 2018 additional income generating activity piloted

Strategic Aim 4: Develop a strong Petty Pool workforce connected to and driven by our values

Our continued success is dependent on our 50 plus staff and volunteers. We will develop a flexible motivated and informed workforce, with all staff equipped with the skills and competencies required to perform effectively. We will ensure that we treat colleagues, volunteers and young people with respect and dignity at all times.

We will improve our services for young people by recruiting and retaining the best staff and investing in them to ensure are highly trained, competent and driven by our values, supported by efficient front-line and back-office systems.

We will develop our systems and improve standards and quality. Key activities include:

- Review our Strategic and Performance Management Framework and ensure staff have a clear sense of our vision, mission and values and how their work contributes to these and how they can progress in the organisation
- Review staffing structure in light of emerging roles from business plan to create 'cross trust roles' which support young people in the range of services we are planning to develop
- Transition of our staff to a single employment contract, and reviewing and introducing employee handbook and relevant policies, to harmonise staff terms and conditions and introduce other staff benefits to become an 'employer of choice'
- Participation in external staff engagement survey and development of a positive workplace strategy based on the findings
- Review current roles and job descriptions – identify additional training required for future organisational needs
 - Deliver a comprehensive training and CPD programme
 - Continue to invest in staff to plan for effective succession
- Develop a Human Resources Information System, extending the data held and reporting and analysis capability
- Develop a volunteering policy to recruit and train additional volunteers, including corporate team building, to support all elements of our work

Success will be ...

- Successful TUPE of all staff

- Four new volunteers recruited to support the business
- Hold at least 10 employee engagement events with local businesses
- Favourable results with staff engagement survey and clear action plan to improve

Strategic Aim 5: Invest and improve our facilities

The land and facilities at Petty Pool is a huge asset. Located equidistance between the county's specialist feeder schools and with good transport links our location proves invaluable in attracting students from a range of local authorities. We make the most of our location. We are one of only two local provision who can offer high needs students land based studies. Our environment also allows a calm and secure environment where we can encourage students to develop their own independence whilst keeping them safe. Our outdoor centre and facilities ensures we can offer students additional activities including team building and low cost residential.

However the wooden buildings, and the nature of the site, mean we need to continually invest in the facilities if we are to maintain our high standards. Our plan for growth and diversification will also mean that we will need to increase our floor space/capacity in new training provision.

We will continue to invest in our facilities to improve and maintain. Key activities will include

- Developing a comprehensive property strategy for existing buildings and new facilities to ensure buildings are fit for purpose and cost effective
- Map our land use and ensure it is the safest and most effective use of space
- Build additional classroom/training spaces
- Introduce sports facilities for our students
- Rationalise the outdoor activities to cater for our current visitors and reduce maintenance costs
- Invest in key vocational areas to continue to make more realistic and at industry standards
- Make our spaces more multi use to increase capacity

Success will be

- Well maintained premises with costed and realistic plan of how we will progress.
- Dated plans for routine maintenance and progression planned facility management
- Redesigned and additional vocational training areas

Strategic Aim 6: Diversify our services – to reach more young people

We know that we provide excellent service to our students for up to three years. However we are limited to the support we can offer, and the number of young people we can support through the SLA with South Cheshire College.

Using the outcomes of preparation for adulthood (P4A) of securing employment, staying healthy, community inclusion and independent living we will develop a range of services which provide informal learning opportunities to a wide range of young people.

We will do this by developing a number of key services

- Day services
 - Training activities focused on vocational training, securing employment, independent travel training, independent living and accessing community activities

 - Combination of longer term programmes (one day a week for six weeks/half term) and shorter term/one off days/bespoke training residentials

- Holiday provision
 - Leisure activities providing friendship and support

 - Combination of weekend, holiday activities and respite

- Ongoing support
 - Mentoring, advocacy and support to student and families (including low cost breaks)

Success will be

- By Dec 2017 we will have developed a full calendar of activities with over 100 young people participating in the activities (50 new through payable service and 50 students/existing in holiday provision)

- For the services to be covering its own costs by March 2018

- A robust and well thought through marketing plan for the provision

Strategic Aim 7 Raise the profile of the organisation

We will continue to work in partnership effectively with our students, parents and carers, work placement providers, funders and strategic partners such as South Cheshire College, Local Authorities and as well as our visitors.

Our key activities will include

- Developing a comprehensive stakeholder plan of who and how we want to engage
- Continuing to discuss our plans with key stakeholders
- Providing an additional resource to help develop and manage key stakeholders

We know that to realise the potential of the organisation and to take the organisation forward we need to continuously inform a range of stakeholders about our achievements and include their views and opinions in planning for our future. Our presence on social media is strong, but our website does not comprehensively provide information about what we do. Our key activities will be

- To re- develop website
- To develop closer links with local media
- To train staff on use of social media

Success will be

- A new website which is fit for purpose
- A clear marketing strategy with appropriate materials
- An increase in good news stories in local press per year

Strategic Aim 8 Develop a robust and sustainable approach to financial planning

It is essential that we are as efficient as ever possible in order to demonstrate we provide Value for Money and a good return on investment. In a challenging external environment we must also seek to diversify our income base to invest and grow in our organisation.

We will improve our services for young people by providing excellent value for money through a sustainable and diverse income base and efficiency savings.

We will generate sustainable income by developing and diversifying our offer, and delivering both new and existing services. We will develop a fundraising strategy to develop our existing partnerships whilst looking to develop new partnerships and increase unrestricted income. Key activities in 2017 will include:

- Develop a new Strategic Framework and Business Plan for 2017 onward, ensuring Petty Pool is able to respond to new opportunities
- Reviewing all service contracts, re-tendering where required to ensure value for money
- Developing effective costing models for each identified provision (education, outdoor education, day/payable services and holiday respite)
- Reviewing our costs against competitors and market rates to ensure value for money
- Developing fundraising strategy
- Confirm if we can, cannot, become independent provider of education services and the organisational resources required

Success will be ...

- Identified savings of at least £10,000 per annum after review of all costs and services to ensure value for money
- By July 2018 no trading deficits for each area of the business.
- By July 2018 New income to minimum of £90,000 annually to invest in facilities improvements/identified initiatives or unrestricted income.

Financial information

	2017-18 BUDGET Total			2016-17 Forecast	Including Day Services budget
Team Building Sales - corporate	£	1,500.00		1,533	£ 1,500.00
Accommodation Sales	£	70,000.00		67,003	£ 70,000.00
Day Visits	£	7,500.00		7,455	£ 7,500.00
Student Tuck Shop	£	1,000.00		435	£ 1,000.00
MORE	£	2,871.00		3,979	£ 2,871.00
Respite Care Resds (Individuals)	£	15,600.00		3,240	£ 15,600.00
Day Care Services	£	12,000.00			£ 24,830.00
Transition Sessions for students	£	2,000.00		(150)	£ 2,000.00
Profit on sale of assets	£	-		5,100	£ -
Canteen Food Sales/Students	£	19,000.00		20,448	£ 19,000.00
Outside food sales	£	110.00		(300)	£ 110.00
Plant & Veg Sales Education	£	1,000.00		1,002	£ 1,000.00
Insurance Claims	£	32,952.00			£ 32,952.00
S.C.C. Fees	£	1,367,504.08		1,311,643	£ 1,367,504.08
Unrestricted donations received	£	20,000.00		28,811	£ 20,000.00
Interest Received	£	16.00		8	£ 16.00
Grants received	£	-		0	£ -
Gift Aid/donation	£	200.00		625	£ 200.00
Restricted donations	£	-		0	£ -
	£	-		0	£ -
TOTAL INCOME	£	1,553,253.08		1,450,833	£ 1,566,083.08
				0	
Catering/Accommodation	-£	9,750.00		9,113	-£ 9,750.00
Catering/Students	-£	16,500.00		16,035	-£ 16,500.00
Shop Purchases	-£	150.00		128	-£ 150.00
Residents Trips/costs	-£	3,000.00		2,900	-£ 3,000.00
Student Holidays	-£	750.00		612	-£ 750.00
Internet cost/Website	£	-		0	£ -

MORE Expenditure	£	-	735	£	-
Advertising	-£	1,500.00	1,554	-£	1,500.00
Teachers Wages	-£	316,068.39	309,031	-£	316,068.39
Supervisor Wages	-£	189,473.98	122,181	-£	189,473.98
Learner mentors	-£	316,528.25	362,092	-£	348,448.25
OEC Salaries	-£	54,712.91	47,974	-£	54,712.91
Office Wages	-£	74,036.64	43,682	-£	74,036.64
College Support	-£	46,712.08	39,889	-£	49,812.08
Job Coach	-£	106,894.36	21,281	-£	106,894.36
OEC Support costs	-£	44,099.26	41,237	-£	44,099.26
NIC Rebate	£	3,000.00	(3,000)	£	3,000.00
Childcare Vouchers	-£	100.00	24	-£	100.00
Water Rates	-£	2,400.00	2,358	-£	2,400.00
General Rates	£	-		£	-
Insurances	-£	28,000.00	28,457	-£	28,000.00
Electricity	-£	11,000.00	11,170	-£	11,000.00
Gas	-£	10,000.00	9,863	-£	10,000.00
Fuel and Oil	-£	7,500.00	7,351	-£	7,500.00
Repairs and Servicing	-£	7,500.00	7,021	-£	7,500.00
Licences	-£	1,200.00	1,168	-£	1,200.00
Vehicle Insurance	-£	5,000.00	4,725	-£	5,000.00
Miscellaneous Motor Expenses	-£	1,500.00	1,526	-£	1,500.00
Travelling	-£	2,500.00	2,558	-£	2,500.00
Hotels	£	-	200	£	-
Staff/students trips/functions	-£	7,500.00	7,327	-£	7,500.00
Telephone	-£	4,000.00	3,823	-£	4,000.00
Telephone/Mobiles	-£	2,500.00	2,328	-£	2,500.00
Printing	-£	1,700.00	1,591	-£	1,700.00
Postage and Carriage	-£	700.00	596	-£	700.00
Office Stationery	-£	2,750.00	2,686	-£	2,750.00
Licences	-£	4,500.00	0	-£	4,500.00
Computer Consumables	-£	8,850.00	8,264	-£	8,850.00
Animal Feed	-£	3,500.00	3,568	-£	3,500.00
Other Animal Costs	-£	3,400.00	3,207	-£	3,400.00
Garden Costs	-£	3,750.00	3,357	-£	3,750.00
Health And Safety Costs	-£	4,500.00	6,814	-£	4,500.00
Legal Fees			0	£	-
Audit and Accountancy Fees	-£	4,000.00	3,050	-£	4,000.00
Consultancy fees	-£	11,000.00	10,375	-£	11,000.00
OEC Professional Fees	-£	2,500.00	2,450	-£	2,500.00
Professional Fees	-£	18,000.00	13,150	-£	18,000.00
Finance Advisery for principal	-£	1,000.00	8,333	-£	1,000.00

Equipment Lease	-£	800.00	792	-£	800.00
Computer Lease	-£	4,400.00	4,376	-£	4,400.00
Repairs and Renewals	-£	68,000.00	55,182	-£	68,000.00
Repairs Residentials	-£	9,000.00	11,693	-£	9,000.00
Lllandudno Repairs and costs	-£	10,000.00		-£	10,000.00
Bank Charges	-£	1,600.00	1,666	-£	1,600.00
Plant/Machinery Depreciation			192	£	-
Furniture/Fitting Depreciation			4,368	£	-
Vehicle Depreciation			9,816	£	-
Office Equipment Depreciation			336	£	-
Computer/Equip Depreciation			9,168	£	-
Kitchen Equipment Depreciation			300	£	-
Dep Musical Instruments			(24)	£	-
Outdoor Consumables Depreciation			290	£	-
Voisey asset differences depn	-£	30,000.00	42	-£	30,000.00
Loss Of Sale Of Assets	£	-		£	-
Subscriptions	-£	2,700.00	5,826	-£	2,700.00
Clothing costs	-£	1,500.00	1,488	-£	1,500.00
Training Costs	-£	11,000.00	10,538	-£	11,000.00
Cleaning Costs	-£	10,000.00	11,595	-£	10,000.00
Laundry Costs	-£	2,500.00	2,664	-£	2,500.00
General Expences	-£	2,000.00	2,428	-£	2,000.00
Educational Costs	-£	27,000.00	25,781	-£	27,000.00
Forest Costs	-£	1,000.00	1,000	-£	1,000.00
Charity market expenses	-£	500.00	500	-£	500.00
Suspense account	-£	32,952.00	1,842	-£	32,952.00
				£	-
TOTAL EXPENDITURE	-£	1,552,977.86	1,334,643	-£	1,587,997.86
Surplus/Deficit	£	275.22		-£	21,914.78