

ST BARTHOLEMEW' S CHURCH

RICHARD' S CASTLE

CHURCH PLAN



Introduction

Part A - Current Report

Church Introduction and Statement of Significance
Current Use (bookings) and voluntary activity
Collection Review
Conservation Reports
Income, Expenditure and Balances
Local Community Officers Report

Part B – Survey

Results of our open survey conducted in 2020,
canvassing all community contacts for feedback
on the current report

Part C - Community Recommendations

Minutes of community meetings held to discuss
opportunities, activities and plans for the church

Part D - Action Plan

Details of short, medium and long term actions agreed upon through Community Recommendations,
assigned to community participants or Churches Conservation Trust staff

Introduction

The Churches Conservations Trust's strategy is to empower and support communities to care for historic places of worship, for the benefit of all. A sustainable CCT church is well used by its communities, generates sufficient funds for the maintenance that keeps it in a good state of repair and is able to raise funds for specific repair and improvement projects. Local Community Officers facilitate this through their work with the community to co-create Church Plans.

Church plans are a living document which combines information on the church's history, significance, maintenance and repair needs and the current use of the church, with feedback and recommendations from the community, and concludes with an action plan setting out agreed short, medium and long term actions to support the sustainable use and care of the church.

Part A - Current Report

Church Introduction & Statement Of Significance

The church dates from the 12th century. It was extended early in the 14th century, and again in the early 15th century, and restored in the late 19th century. The church was declared redundant on 1 August 1982, and was vested in the Churches Conservation Trust on 30 March 2001. The village continues to be served by the Church of England with the All Saints church at Batchcott, Shropshire.

St Bartholomew's is constructed in stone rubble with tile roofs. Its plan consists of a nave and chancel built in the 12th century, a south aisle and a north chapel built in the 14th century, and a south porch of the 15th century. The south aisle is in three bays between which are stepped buttresses. The middle bay contains a pair of lancet windows. In the easternmost of the bays has a two-light window, and in the western bay is the south doorway. The porch is arched, and in each side of it are two-light windows. The west window of the aisle consists of two lancets, and at the east end is a three-light window. The west window of the nave has four lights. On the north wall are two buttresses, and it contains two 12th-century round-headed windows, one of which is partly obscured by a buttress. The chapel has a four-light north window, and three-light windows on the east and west sides. The south wall of the chancel is in three bays. It contains a priest's door, with a two-light window on each side. The east window has four lights, and below it are a two-light mullioned window and the head of a doorway leading to a vault.

Inside the church, the south arcade has three bays and the arcade between the chancel and the chapel has two bays. In the south wall of the aisle is a piscina, and against its west wall is a 13th-century coffin lid inscribed with a foliated cross. Under the north window of the chapel is a tomb recess. In the nave and aisle are box pews from the 17th century. Elsewhere in the church are benches, and there is an 18th-century family pew in the chapel under a canopy. There are fragments of 14th-century glass in many of the windows. In the chancel are six hatchments on the walls, and 18th-century memorial slabs on the floor.

To the east of the church is a detached tower dating from the 14th century. Some restoration was carried out on it during the 19th century. It has a square plan and is surmounted by a slate pyramidal roof with a weathervane. The tower is in three stages. In the lowest stage is an arched entrance on the west side. There are square-headed windows in the east and south sides in both the lowest and the middle stages. The upper stage contains two-light arched bell openings on the north, south and east sides. The tower has been designated separately as a Grade I listed building.

Current Use (Bookings) & Voluntary Activity

St. Bartholemew' s currently enjoys permission from The Church of England for six Sunday services each year and an unlimited number of additional services on an occasional basis. Currently there is no record of services taking place, however other events in the last three years include concerts and weddings.

Voluntary activity undertaken by volunteers includes;-

Cleaning

Maintenance of churchyard

Organising events

Remittance of wall safe and service funds

Ad hoc reporting of building change

Church Information

General Information:	
Open Churches Policy status:	Open
Local Community Officer:	Tracy Genever
Current projects:	Not at present
Parking:	None on site, available in the village
Building services:	None
Churchyard:	Not owned by CCT, maintained by the Parish Council
Ring-able bells:	None
Organ:	None
Volunteering:	
Key holder role:	Fulfilled
Key representative role:	Fulfilled (remittances, CCT liaison, Volunteer management, etc.)
Fundraising roles:	Vacant and necessary
Stewardship/events roles:	Vacant and necessary
Research, interp. & talks role:	Vacant and necessary
Cleaning schedule:	Regularly led by volunteers in accordance with CCT guideline
CCT Items:	
CCT silver plaque:	Installed
CCT information board:	Installed, requires updating
Oak post:	Installed
CCT freestanding board:	Installed
Wall safe poster:	Installed, current
CCT A board:	Installed
Gift Aid envelopes:	Provided
Visitor book:	Installed
Welcome table:	Maintains stock of current leaflets

Children' s explorer cart:	Not at present
Children' s trail:	Not at present
Tourism/Marketing:	
Nearby attractions:	Berrington Hall, Croft Castle, Mortimer Forest
Social media presence:	Not at present
Images on CCT website:	One of four
Regular feature parish news:	Not at present
Events/Activity:	
Services per year:	Two per year
Christmas memory tree:	Not currently
Heritage Open Days:	Not currently
Ride & Stride:	Not currently
Champing:	Not currently
Retail:	Not currently
Health & Safety:	
Fire rated capacity:	60
Seating capacity:	Not determined
Site plan:	Available
Roof alarm:	Not installed
CCTV:	Not installed
Individual item security measures:	None
Accessibility details:	Provided via website
Risk assessment general:	Current
Risk assessment fire:	Current
COSHH listing:	Current
Portable appliance listing:	Current
Security Audit:	Current
Pews:	Sound, no defects

Conservation reports

Annualised maintenance costs (Exclusive of VAT): Annualised maintenance costs express the total costs of church maintenance divided by 25 years. Every forecasted cost which relates to the maintenance of this church over a period of 25 years is included. Any anticipated repairs are excluded. A list of typical maintenance tasks for any historic church, forecast over the period, is available to view at appendix 2.	£4096.44
Routine maintenance costs (Per annum and exclusive of VAT): These are included in the annualised maintenance costs and are the total cost of two maintenance visits per year. A list of the typical maintenance tasks for any historic church included in the twice-annual maintenance visits is available to view at appendix 3.	£624.00
Other maintenance costs total (Exclusive of VAT): Additional maintenance needs discovered during twice-yearly maintenance visits, costed and listed individually below.	£1550.00
- Repair the tower lock	£50.00
- Defrassing of delaminating stonework	£1,500.00
Total short term repairs: Small scale items of limited cost which could be fulfilled with minimal fundraising.	£46,250.00
- Tower roof reroofing and timber repairs	£30,000.00
- Redecorate and repair RWG	£7,750.00
- Conservators report on wall painting and repairs	£8,500.00
Total medium term repairs: More expensive needs such as roof repairs and tower repairs which may require more involved fundraising and grant applications.	£79,000.00
- Appoint a structural engineer to inspect and report on all areas of cracking	£1,500.00
- Re-render west elevations of aisles, South Aisles and limewash	£55,000.00
- Repair eroded window masonry	£22,500.00
Total long term repairs: Items which are known to require works in the longer term but which are not essential in the near future.	£77,000.00
- Limewash various areas of the church	£23,500.00
- Adjust flooring to remove trip hazards	£3,500.00
- Repair crypt entrance masonry	£2,500.00
- Reinststate nave ceiling plaster and limewash	£47,500.00
Total desirable repairs: Repairs which are not essential to the conservation health of the church but which might improve aesthetics or usability of the building.	£0.00
All cost figures are estimates, exclusive of VAT and professional fees. VAT is charged at 20% of the total costs and can sometimes be recovered. Professional fees vary, but are either charged at an hourly rate or as a percentage of the total project cost. These are usually charged only on larger or more complex projects.	

Income, Expenditure & Balances

Income

	Wall Safe	Service Collection	Services Fees	Events	Donations	Third Party Hire	Total Income
2023/24	£437.00	£90.00			£332.00		£879.00
2022/23	£375.00				£156.00		£531.00
2021/22	£539.00				£131.00		£670.00
2020/21	£729.00						£729.00
2019/20	£651.00						£651.00
2018/19	£189.00				£585.00		£774.00
2017/18	£269.00				£863.00		£1,132.00

Visitors

		Wall safe income per visitor
2023-24	4,145	£0.11
2022-23	4,746	£0.08
2021-22	1,799	£0.30
2020-21	Data not collected	£0.00
2019-20	4,529	£0.14
2018-19	4,007	£0.05
2017-18	4,460	£0.06
2016-17	5,838	£0.13
2015-16	5,283	£0.07

Expenditure

Total spend since vesting (non-maintenance): £194,177.00

	Conservation (repair) expenditure	Maintenance expenditure
2023-24	£0.00	£1,585.00
2022-23	£0.00	£1,228.00
2021-22	£598.00	£2,081.00
2020-21	£37,664.00	£1,027.00
2019-20	£0.00	£804.00
2018-19	£0.00	£983.00
2017-18	£0.00	£572.00
2016-17	£0.00	£793.00

Income less expenditure 2023/24 **-£706.00**
(Income from all sources, minus maintenance, and conservation expenditure)

Income less annualised maintenance 2023/24 **-£3217.00**

(Income from all sources, minus the annualised maintenance cost, as shown in the Conservation Report section above)

Balances

The restricted balance is the amount of money which has been covenanted or restricted for expenditure at the church. Any expenditure needs to match the terms of the covenant under which the money was donated, for example, a term expressing that a donation is intended for roof repairs only.-

Restricted Balance Report 2023/24 £0

Local Community Officer's Summary

This pretty and popular Herefordshire church benefits from very generous support from a small number of regularly active community participants from the village of Richard's Castle. Additional members of the community support the church well but less regularly through attendance at events. Signatures in the visitor book indicates popular support for the church and for The Churches Conservation Trust throughout the town and from tourism.

The proximity to the Castle should be made a real draw for tourists.

More could be done to review the level of contribution from wall safe donations or service collections, given that visitors may be currently unaware of our annualised maintenance liability. This message could be amplified through information presented in the church.

Marketing could focus on historical societies with an interest in the history of the local area, seeking bookings to tour the church alongside other popular Herefordshire venues with a related connection. Voluntary effort towards research and interpretation products could facilitate encouragement of these bookings at the same time as enriching the visitor experience further.

The site has limited open floor space for alternative use but good space for performances. The church could possibly be considered to become a Champing church if there was enough support for the idea.

The Community may need to review some of the options detailed in this summary towards the shortfall against annualised maintenance costs, addressing the risk of necessary repairs wanting for funds in future seasons.

A supply of Christmas cards and a sponsor for the Christmas Memory Tree might also help develop useful income against maintenance liability.

Part B - Survey

Summary of consultation responses received by end August 2020

Following distribution of fifteen questions through our standard church plan questionnaire in summer 2020 to existing Churches Conservation Trust correspondents, (together with an invitation for correspondents to share the survey and associated Church Plan Part A), no response was received for **St. Bartholemew's Church, Richards Castle** by the deadline of August 30th. An example of the survey is in appendix 1.

Part C - Community Recommendations

Richard's Castle meeting held August 2024. Attending TG (Local Community Officer) and 2 volunteers (HS, HS)

Volunteers/Supporters

The church is kept in good order through the work of a small band of volunteers. The wall safe is regularly emptied and money banked by HS.

Churchyard does not belong to CCT but is kept in good order through local council and PCC.

Events

The visitor book shows good footfall from visitors in the summer months.

Two services are year are held: mid-summer evensong which is well attended (40-50 people) in June and St Bartholomew's service in August. Not much appetite to do more as current volunteers are doing all they can.

Richards Castle Church Planning Meeting Held - December 2022, Attending GS (Local Community Officer) et al.

Volunteers/Supporters

Alot of money has been spent on the roof, funds were very kindly also contributed by the local community/lead volunteer (**H**) towards the repairs.

Wall safe donations counted and banked by the local lead volunteer (**H**).

Community produce banners, promoting events at the church.

Some long standing volunteers have sadly moved away from the area and new volunteers are required.

This church greatly benefits from the goodwill, passion and long standing support of the local lead volunteer (**H**) and his family.

Maintenance/Cleaning The Church

Local community (**HS and family**) keep the church clean and also provide flowers, they also pay a cleaner as well to help ensure the church is kept clean and tidy at all times.

The Churchyard is maintained to a top standard jointly by the local lead volunteer (**HS**) and the Parish council.

Potential wood worm in small areas of the pulpit area.

Events

A minimum of 2 services are held – June – mid-summers day and in August for St Bartholomew' s day.

The church is very big, in a good location and potential to have more use e.g. for weddings, community events like a tea party, etc.

Detailed discussions took place and agreed that it would be great for the church to be used more for services and events.

General Comments

The pews were also taken out, repaired and restored to the original place.

Local lead volunteer will put out leaflets as required, has plenty in stock.

Part D - Action Plan

Community Actions

Short term actions (to end Dec 2024)

- Get ready and hold August service

Medium term actions (to end Dec 2025)

- Explore if more can be held and the church is used more for events.
- Try to recruit new volunteers to organise events
- Explore marketing the church to the local community.
- HS and family to kindly to continue with the inside and outside maintenance of the church.
- Hold 2 services in 2025

Long term actions (to end July 2027)

- Identify and approach contacts who may wish to use the church for exhibitions, use as gallery space or for other events.
- Investigate suitability of church for more regular religious use.
- Discuss potential for regular church related features, parish newsletter and inclusion of church updates in parish council meetings.
- Consider means for increasing footfall and consequent donations.

Actions complete (to end June 2023)

- The uneven floor panel has been repaired by the community.
- A successful concert was held in Summer 2022

Local Community Officer Actions

Short term actions (to end Dec 2024)

- Look at marketing of the church to tourists

Medium term actions (to end Dec 2025)

- Organise regular meetings with the community.
- Engage in regular and on-going communications with the community, also support them as required.
- Recruit new volunteers.
- Work with the community to market the church in the area.

Long term actions (to end July 2027)

- Investigate suitability of church for hire to increase usage and income.
- Consider means for increasing footfall and consequent donations.

Actions complete (to end June 2023)

- Raised with the Estates team that the floor panel may need to be lifted and re-set.

Appendix 1: Summer 2020 Questionnaire

This is the first of fourteen questions in the survey - thank you in advance for working through each one. First of all, we need to know if you're completing the survey on behalf of an organisation or writing in a personal capacity (If you're writing on behalf of an organisation, please use the text box to let us know which one. Thank you!)

Which church are you writing about? (Don't worry, you can complete additional questionnaires for other sites if you like!) Please state the location and dedication, as in 'Sapperton, St. Kenelm's'. Thank you.

People are involved with our sites in so many different ways. In your own words, please describe your relationship with the church building.

Some people are actively involved at the churches we look after together. If you're part of this group, tell us about your involvement. Cleaning, attending services and fundraising are just a few of the most frequent activities we share, but we'd appreciate as much detail as you might be happy to provide.

In your own words, and having reviewed 'Part A' of our church plan (sent to you by email with the invitation to this questionnaire), please describe a perfect outcome for our work together at the church. What would you like to see happen in terms of community involvement and other use of the building?

Bearing in mind the repair liabilities and running costs described in the report you've read, what challenges do you anticipate for a sustainable future at your church?

Thinking about local life away from the church, which other community projects or activities are you aware of that could combine with our work to protect the church for the future?

Here are two questions together... Could increased use of the church benefit the community? How would this increased use benefit the church itself?

What do you think are the most important conservation priorities at your church? For each or all of these priorities, please also let us know about any ideas you have for addressing them.

Income and expenditure for the church is detailed in 'Part A' of the report we sent you. Addressing conservation priorities will entail finding new ways to raise funds. Tell us about any ideas or opportunities you have identified for raising additional income at the church.

What do you think might be the best ways to get started with any fundraising activities you have suggested?

If you don't already, would you be interested and available to take part in future fundraising activity?

Almost done! We'd like to invite you to join us in a group discussion about the church later this year, either in person or through 'phone / video conference. Would you be willing to join the discussion?

Last question! Is there anything else you'd like to share about your interest in the church which we haven't asked you already? Otherwise, thank you again so much for reflecting on the future of the church through your answers.

Appendix 2: Typical Maintenance Tasks Forecast For A CCT Church Over 25 Years

The list below gives examples of items that CCT needs to maintain in its churches. Some items on this list will not relate to this church but give guidance as to the typical items we cover. These estimations are based on the cost in 2020, please note we are not able to predict inflation costs and therefore these are not included.

A specific report is created for each church every nine years by an experienced and trained building inspector. This details the repair needs of the building and lists the repairs required according to their priority. Please contact your Local Community Officer if you wish to see this report.

Item	Method & Purpose	Cycle/ Yrs	Estimated Cost per visit (present day levels)	Cumulative Estimated Total Cost After 25 Years (2020 values)
Drains, rodding	Below-ground drains can be blocked by debris which stops the rain water dispersing properly and potentially leading to water backing up and overflowing. To prevent this they require rodding and cleaning even ten years.	1	£ 39.00	£ 975.00
Soakaways, inspection and clearance of silt build- up	Soakaways consist of a large pit filled with gravel of varying sizes which act as a filter to allow rainwater to slowly seep into the surrounding ground. Over time material carried into the soakaway in the rain water fills in the gaps and slows the rate of dispersal which can lead to water backing up and potentially damaging or even flooding the church	10	£ 600.00	£ 1,500.00
Mansafe hatchway system	Man safe systems are steel cables or anchor points which are fixed to the roofs of churches to allow people to safely access and work on the roof. As these systems are used for safety it is a legal requirement that they are tested every year for loose fittings or damaged cables.	1	£ 360.00	£ 9,000.00
Lightning conductor testing	Lightning conductors are required to be checked every three years to make sure that they are still performing correctly and will be able to disperse a lightning strike effectively. Metal thefts have often targeted lightning conductors and they may need replacing.	3	£ 480.00	£ 4,000.00

Organ maintenance	Organs are complex machines built using numerous natural materials which can be damaged by moisture, heat and animal attack. It is recommended that organs are checked every year to carry out minor repairs and to be re-tuned as required. Regular servicing can also reduce the likelihood of large unexpected repair bills.	1	£ 140.00	£ 3,500.00
Fire extinguisher inspection	Fire extinguishers servicing checks that the fire extinguishers are functional and maintaining adequate pressure for use in an emergency. Note the CCT only provides fire extinguisher in churches which are either stewarded, used for Champing™ or have significant timber items.	1	£ 166.00	£ 4,150.00
Electrical periodic inspection testing	Electrical tests ensure that the electrical system of the church is both safe and fully functioning. The test will check all elements of the system and highlight any concerns.	5	£ 350.00	£ 1,750.00
Replacement of electrical fittings	As items are highlighted as faulty through periodic testing and maintenance visits they will need to be replaced.	15	£ 1,500.00	£ 2,500.00
Replacement of lamps	General wear and tear - Bulbs require regular replacement. Note LED bulbs will be used where possible	2	£ 250.00	£ 3,125.00
Heating installation, servicing	Annual servicing of the heating system to ensure the efficiency and safe working order of the boiler etc.	1	£ 384.00	£ 9,600.00
Roof alarm, servicing	Roof alarms require annual servicing to check that the system is in good working order and to replace minor parts such as the batteries in sensors.	1	£ 316.80	£ 7,920.00
Rainwater goods, redecoration	All external rainwater Goods (RWG) require redecoration as they are in exposed locations and are exposed to significant amounts of water. The redecoration significantly extends the lifespan of the RWGs and ensures that they are working correctly and are securely fixed in position.	7	£ 1,560.00	£ 5,571.43
Internal & external ironwork redecoration	Redecorating the ironwork prolongs the life of the item and improves the aesthetic of the church. The redecoration of ironwork also provides a good opportunity to inspect the item for damage.	7	£ 1,500.00	£ 5,357.14

External joinery, redecoration	Redecorating external joinery prolongs the life of the item and improves the aesthetic of the church. The redecoration of ironwork also provides a very good opportunity to inspect the item for damage.	7	£ 1,875.00	£ 6,696.43
Window repairs	Minor repairs to the windows such as broken panes of glass, replacement of glazing bars, mortar repairs or lead work repairs are important to exclude the weather and birds and other animals.	5	£ 350.00	£ 1,750.00
Bell maintenance	Bells require ad hoc inspection and minor maintenance to fixtures and fittings	5	£ 235.00	£ 1,175.00
Condition inspection report, all specialists	We have a 9 yearly architect or surveyors inspection plan. When the survey is undertaken all elements of the church will be inspected and a prioritised plan for all required repairs will be created.	9	£ 450.00	£ 1,250.00
Roof overhaul	Roofs require constant minor maintenance with a major overhaul every seven years	7	£ 2,500.00	£ 8,928.57
Clock maintenance	An annual service of the clock with minor repairs and checks to ensure good timekeeping	1	£ 140.00	£ 3,500.00
Tree inspection	A five yearly inspection of all the trees in the churchyards we are responsible for to check for defects and enable us to plan for any required works.	5	£ 225.00	£ 1,125.00
Churchyard maintenance	Grass cutting and minor trimming of plants and bushes etc.	0.5	£ 200.00	£ 10,000.00
Overheads	Office costs to support maintenance planning etc.	1	£ 20.00	£ 500.00
Staff Costs	Staff costs incurred in preparing the required inspections and reports	1	£ 97.00	£ 2,425.00

The total cost over 25 years for this example of a typical church is £107,598.57 (exc. VAT)

The average yearly cost for this example of a typical church is £4,303.94 (exc. VAT)

Appendix 3: Typical Maintenance Tasks Forecast - (Twice-Annual Maintenance Visits)

Item	Method & Purpose
Gutters, downpipes and gully clearance	Gutters, hoppers and downpipes are easily blocked by leaves and debris both windborne and dropped by birds which can lead to overflowing and water damage to the building.
Roof, inspection & replacing slipped/missing slates/tiles	Over time some slates/tiles or the pegs/nails which hold them will reach the end of their useful lifespan. When this happens it will allow slates to move from their correct position which can let rain in to the building and potentially poses a risk to visitors as the slate/tiles can fall.
Vegetation, control of growth	Overgrown vegetation against walls and buildings can hold moisture against the building potentially causing damage and some plant species are invasive. Vegetation can also obscure the building hiding potential damage and can provide shelter for vermin such as mice.
Tower stairs & boiler room steps, sweeping	Leaves and other debris can build up on steps which could lead to accidents if people slip. Regular sweeping reduces the risk for potential accidents.
Principal steps and paths, clearance	Leaves and other debris can build up on steps which could lead to accidents if people slip. This is especially the case for churches with trees in the area. Regular sweeping of the steps reduces the risk for potential accidents.
Wall Safe, servicing	Servicing of the wall safe helps to ensure that the donations can be easily collected and also checks to ensure that there hasn't been an attempt to steal from the safe.

Appendix 4: Typical Champing™ Arrangements and Related Income

Champing™ is the exclusive overnight hire of a church to visitors. Camp beds and chairs are set up inside the church, along with tea making provisions, battery lighting, and cushions and blankets to give guests a cosy stay.

Guests book online through the Champing™ website www.champing.co.uk and these bookings are related to local contacts so everyone knows when visitors are staying. A local member of staff sets out equipment for the night and removes all gear each morning. Guests have exclusive access to the church between 6.00 p.m. until 10.00 a.m. so visitors can enjoy the church during the day.

Champers don't expect much in the way of facilities and understand that these are ancient buildings. For most churches we've installed eco-loos either inside or outside in wooden cabins. We don't allow candles but provide battery lanterns and fairy lights. As most of our churches don't have heating we only operate Champing™ between the end of March and the end of October, and we recommend Champers bring warm sleeping bags and extra blankets. We also supply bedding and breakfasts but this option isn't available at all churches. Most Champers will eat out locally or may bring their own picnic.

For those churches without electricity we provide a gas camping stove and we also provide amply bottled water for Champers and all visitors to use.

Typically Champers are couples and families. Some of our churches are large enough to welcome groups of up to 16 people. We are dog-friendly, and child-friendly. Many Champers appreciate the history, architecture, and unique features of their surroundings, and come to learn about the building and its locale through this unique accommodation. We offer those staying for the first time a free CCT membership so they can learn more about our work and consider support for The Trust after their visit.

You can evaluate typical income which derives from Champing™ in the table below.

Church	2017	2018	2019	2020	2021	2022
Langport, Somerset	£10,47	£2,766	£3,810	£3,128	£7,748	£4,938
Emborough, Somerset	/	£2,024	£1,378	£2,625	£5,270	/
Chiselhampton, Oxfordshire	£10,156	£2,696	£5,864	£1,705	/	/
Wolfhamcote, Warwickshire	/	£3,001	£2,214	£1,624	£4,763	£5,924
Holme Lacy, Herefordshire	/	£4,369	£4,759	£1,004	£7,501	£4,144
TOTAL	£20,628	£14,856	£18,025	£10,086	£25,282	£15,006