

ST MARY THE VIRGIN CHURCH, YAZOR

CHURCH PLAN



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Part D - Action Plan

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Version Updated August 2024

Introduction

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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

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Church Introduction & Statement Of Significance

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The church was built between 1843 and 1855. It was paid for by Sir Uvedale Price and his son Sir Robert Price. The church cost £3,883 (equivalent to £370,000 in 2019). Its main architect was George Moore, and the rector Rev R. L. Freer designed the spire and fittings inside the church. The church was built to replace an older church sited "a field away", whose churchyard contains the war grave of a World War II Royal Artillery soldier.

St Mary's is constructed in sandstone with Welsh slate roofs. Its plan is cruciform, with an apsidal chancel at the west end, and a tower at the east end containing a porch. The nave is in three bays, with single-bay north and south transepts. The tower is in two stages, with gabled buttresses. Its lower stage is "extremely tall". The upper stage contains two-lancet bell openings. Above these is a cornice supported on a corbel table, and an octagonal broach spire. On the spire are two tiers of lucarnes and a finial with a wrought iron cross. Fours steps lead to a doorway on the east side of the tower. On each side of the nave there are three lancet windows, and between them are buttresses. On the north and south sides of the transepts are three stepped lancet windows, and on the east sides are single blind lancets. On the west side of both transepts is a small porch, each of which contains a pair of rectangular windows. Under the windows of the north porch, a doorway leads down to a crypt. In the apse of the chancel are five lancet windows. On the apex of the chancel gable is an elaborate wrought iron cross in a circle. Along the sides of the porch in the base of the tower are stone benches.

Interior

The ceiling contains decorations including a pair of carved wooden angels, and a large boss above the chancel steps. There is much painting in the chancel, including the corbels, under which there are stripes in different colours. Around the chancel is a painted plaster dado which includes eight rows of rampant lions. Beneath each of the apse windows is a metal plaque; these contain inscriptions of the Magnificat, the Creed, the Ten Commandments, the Lord's Prayer, and the Nunc Dimittis. Above the central wall of the apse is a carved oak canopy. Between the nave and the transepts are carved oak screens. The walls of the nave are plastered but uncoloured. The pulpit is incorporated within the southern screen; it is polygonal and supported on a carved corbel. Above it is a tester decorated with the emblems of the Four Evangelists. The font probably dates from the 15th century and consists of an octagonal bowl on an octagonal base.

The stained glass in the five windows of the apse is by William Warrington and dates from about 1845. The central window contains depictions of the Ascension, the Crucifixion, and the Resurrection. In the south window is the Annunciation and the Nativity, and the north window contains the Magi,

and the scene of a miracle. The windows between them contain the emblems of the Four Evangelists. The stained glass in the transept windows dates from 1866 and consists of grisaille, blue squares and red triangles. The windows at the west end of the nave commemorate Foxley family weddings in 1866; that on the north side depicts Ruth, and the window on the south side shows the Marriage at Cana. Both windows were made by Heaton, Butler and Bayne. The memorials include monuments to Sir Uvedale Price, his son, Sir Robert, who died in 1857, and Rev Freer. The two-manual organ was made in 1845 by Gray and Davison, but when it was surveyed in 2000 it was unplayable but has since been restored.

Current Use (Bookings) & Voluntary Activity

St. Mary the Virgin 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. In the last three years the only recorded event at the church has been a wedding, although this could be an error in recording. The local area volunteer empties the wall safe at least twice per year and helps with the completion of the six month checks.

Voluntary activity undertaken by three volunteers includes:-

Remittance of wall safe and service funds

Ad hoc reporting of building change

Cleaning inside the church

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Church Information#

General Information:	
Open Churches Policy status:#	Open#
Local Community Officer:	Tracy Genever
Current projects:#	Not at present#
Parking:	None on site#
Building services:	Electric lighting (LED efficient)#
Churchyard:	Not owned by CCT, not been maintained recently#
Ring-able bells:	Chiming
Organ:	Present, playable
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:	None in place#
CCT Items:	
CCT silver plaque:	Installed#
CCT information board:	Installed, requires updating#
Oak post:	Installed#
CCT freestanding board:	CCT silver plaque:
Wall safe poster:	Installed, current#
CCT A board:	Not installed#
Gift Aid envelopes:	Provided
Visitor book:	Installed
Welcome table:	Maintains stock of current leaflets (note unavailability of future leaflets for re-stock)#
Children ' s explorer cart:#	Not at present#

Children ' s trail:#	Not at present#
Tourism/Marketing:	
Nearby attractions:	Hereford attractions, Offa ' s Dyke, St Mary's Wormsley#
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:	Not currently
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:	150#
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:	None

Conservation reports

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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.	£2,714.44
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.	£365.00
- High level bulb replacement	£350.00
- Damaged church sign	£15.00
Total short term repairs: Small scale items of limited cost which could be fulfilled with minimal fundraising.	£9,850.00
- Roof inspection and repairs	£3,750.00
- RWG repair and redecoration	£5,450.00
- Chimney masonry repairs	£650.00
Total medium term repairs: More expensive needs such as roof repairs and tower repairs which may require more involved fundraising and grant applications.	£21,000.00
- Electrical repairs/ updating	£17,500.00
- Patch repointing	£3,500.00
Total long term repairs: Items which are known to require works in the longer term but which are not essential in the near future.	£0.00
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.	£3,500.00
- Defrass stone on tower by rope access	£3,500.00
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.	

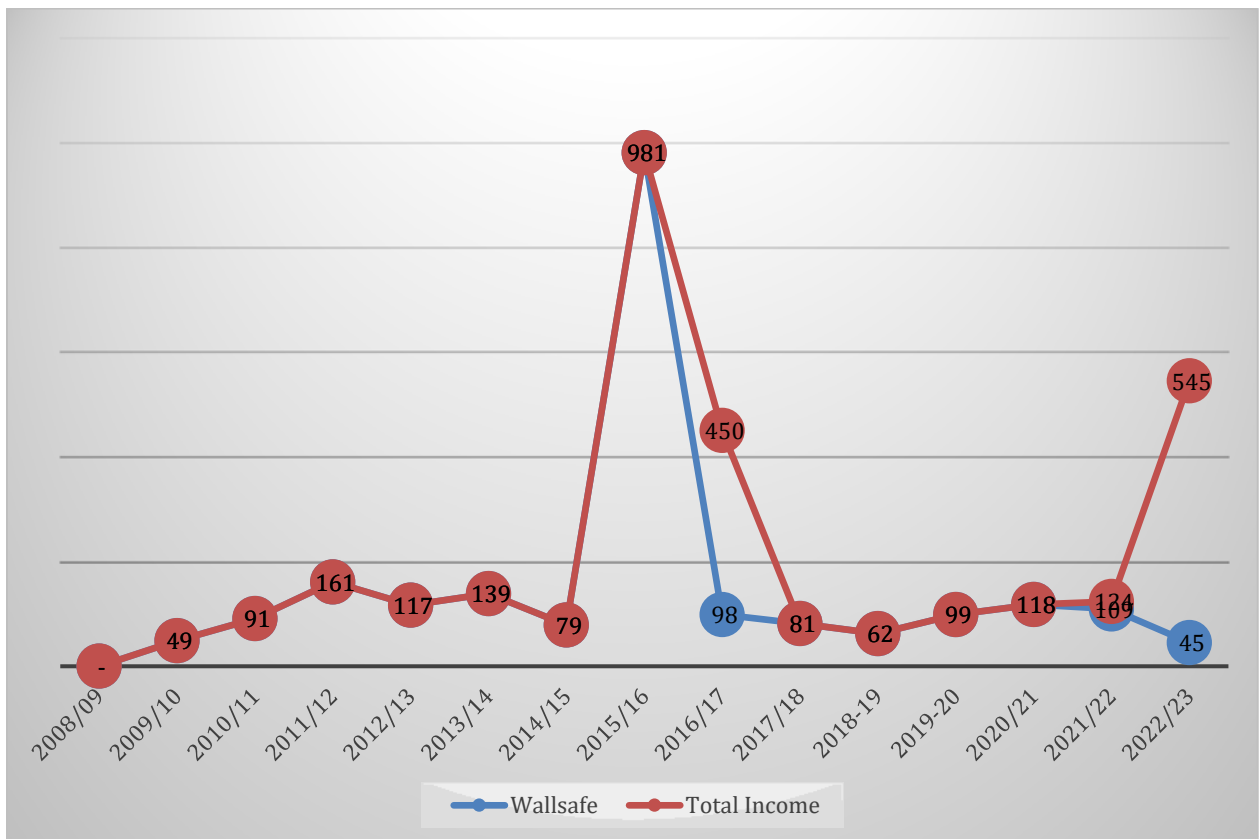
Income, Expenditure & Balances

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Income

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	Wall Safe	Service Collection	Services Fees	Events	Donations	Third Party Hire	Total Income
2023/24							
2022/23	£10.00				£10.00		£20.00
2021/22	£6.00						£6.00
2020/21	£38.00						£38.00
2019/20	£64.00						£64.00
2018/19	£33.00						£33.00
2017/18	£30.00				£275.00		£305.00



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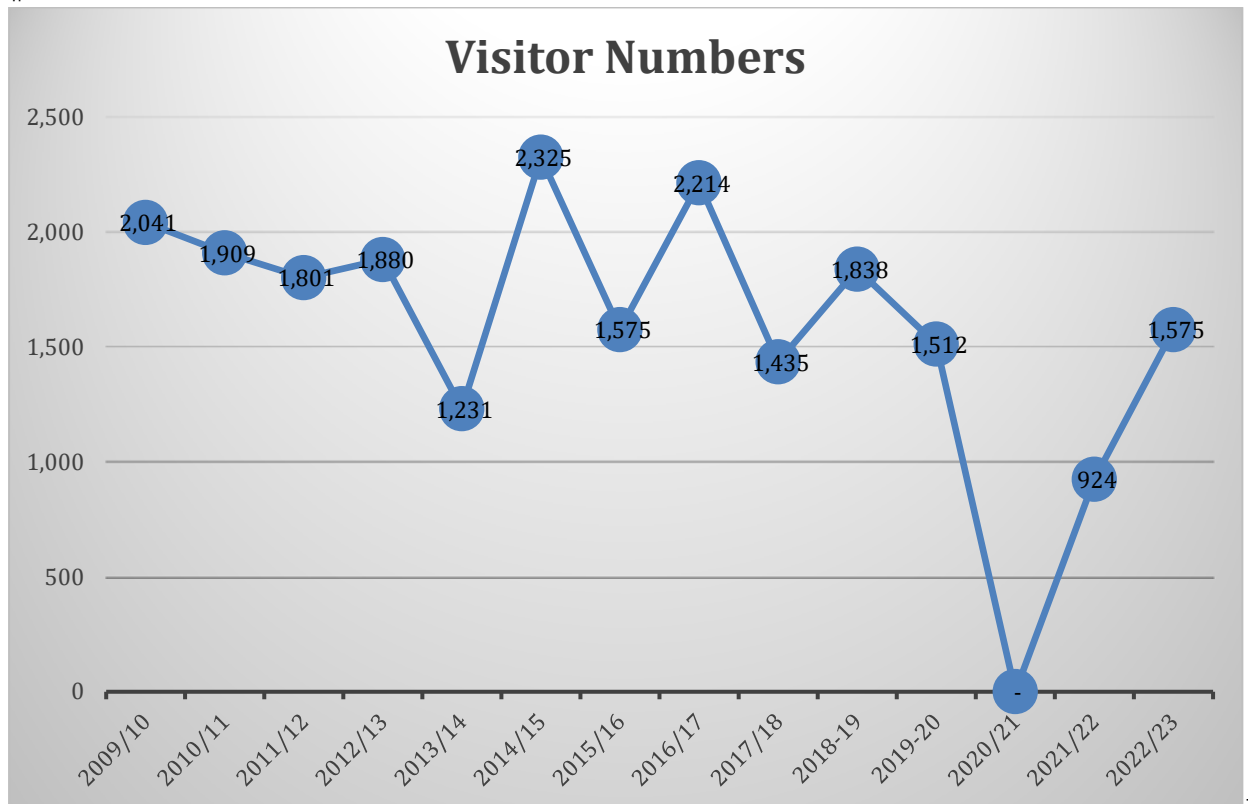
Visitors

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		Wall safe income per visitor
2023-24		
2022-23	637	£0.02
2021-22	280	£0.02
2020-21	Data not collected	£0.00
2019-20	994	£0.06
2018-19	885	£0.04
2017-18	861	£0.04
2016-17	1,265	£0.48
2015-16	1,499	£0.17

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Expenditure

Total spend since vesting (non-maintenance): £69,367.00

	Conservation (repair) expenditure	Maintenance expenditure
2023-24		
2022-23	£0.00	£6,118.00
2021-22	£0.00	£1,939.00
2020-21	£960.00	£1,464.00
2019-20	£0.00	£648.00
2018-19	£0.00	£880.00
2017-18	£0.00	£486.00
2016-17	£0.00	£1,290.00

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Income less expenditure 2022/23 **-£6,098.00**
(Income from all sources, minus maintenance, and conservation expenditure)

Income less annualised maintenance 2022/23 **-£6,098.00**

(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 2023/23 £0

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Local Community Officer's Summary

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This pretty Herefordshire church had benefitted from generous support from a small number of former community supporters. There have been no recorded community events in the last few years, though signatures in the visitor book indicate support for the church and for The Churches Conservation Trust. Access to the church is tricky due to a busy road and limited parking. There is however, a bus stop outside.

Opportunities need to be explored to review the level of contribution from wall safe donations, 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. Additional revenue could derive from promotion of local, sympathetic businesses seeking to promote services and products through signage at the church.

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. Mary 's The Virgin Church, Yazor**, by the deadline of August 30th. An example of the survey is in appendix 1.

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Part C - Community Recommendations

Yazor Church planning meeting held 9th August 2024. Attending TG (Local Community Officer) plus local volunteer and church warden from Mansel Lacy.

Volunteers

We have one volunteer who cleans and keeps an eye on the church and an area volunteer who empties the wall safe and reports building issues. The church warden has agreed to be a volunteer too as there are links to the work at Mansel Lacy church and the local family.

The church yard does not belong to CCT and has become very overgrown and has large trees. The church warden has been in touch with a local family who will send an estates team to help with the churchyard. There are no graves in the churchyard as the graves are at a previous church as field away.

Events

No events have taken place in the church. However, footfall is okay from passing walkers and tourists. The entry path is very overgrown and the sign can no longer be seen and if these were remedied it might attract a few more people.

Facilities

There are good electrics in the building and the organ was restored about 5 years ago but has not been played. A good organ could attract players and perhaps recitals.

The front door is stiff and may put people off going in – this was oiled and a sign put up to say it is open.

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

Volunteers/Supporters

More volunteers required as past volunteers moved away from the area.

The Area Volunteer very kindly empties the wall safe and banks the money as required.

Events

Good venue for concerts as some were previously held there and very popular, has a great organ and seating capacity of 200.

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

Parking facilities at rear of the church a possibility, if the area is cleared of overgrowth.

This site has great potential to be used on a regular basis for community events.

Part D - Action Plan

Community Actions

Short term actions (to end Dec 2024)

- Ask local organist to try the organ to see if it is still in good order.
- Arrange church yard maintenance to improve access and appearance.

Medium term actions (to end Dec 2026)

- Explore marketing the church to the local community
- Investigate if any of the previous volunteers would be interested in being involved again.
- Try to recruit new volunteers.

Long term actions (to end August 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)

- **AO** passed onto **GS** contact name of someone who is very influential and lives near the church and is very passionate about it.

Local Community Officer Actions

Short term actions (to end June 2023)

- Post church on Visit Herefordshire website
- Ask estates team about a tree survey

Medium term actions (to end June 2024)

- Try to recruit new volunteers, including approaching people who live nearby.
- Churchyard owners (Parish Council) to be approached to see if they can provide funds for regular and ongoing maintenance.
- Organise regular meetings with the community.
- Engage in regular and on-going communications with the community, also support them as required.
- Work with the community to market the church in the area.

Long term actions (to end December 2025)

- 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)

- Reported to CCT Estates team that Churchyard overgrown and requires to be cleaned up, also roof may require repairs.

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- New Volunteer contacted when she moved to Herefordshire in the Summer, as she has expressed an interest in being involved and has very kindly been cleaning the church.

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.

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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