

DURHAM COMMUNITY ACTION LIMITED
(A company limited by guarantee)
TRUSTEES' REPORT AND
UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED
31 MARCH 2018

Company Registration Number 00309329
Charity Number 229119

The Executive Committee of Durham Community Action Limited presents its report and unaudited financial statements for the charitable company for the year ended 31 March 2018. The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with their Trust Deed, the Charities Act 2011, the Companies Act 2006 and the requirements of Accounting and Reporting by Charities Statement of Recommended Practice, applicable to charities preparing their accounts in accordance with the financial reporting standard applicable in the UK (FRS102).

Reference and Administrative Information

Charity name	Durham Community Action Limited
Charity registration number	229119
Company registration number	00309329

The Directors of the charitable company (the charity) are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees or Executive Committee.

The Board of Trustees

The Trustees serving during the year and since the year end were as follows

Councillor J Armstrong (resigned 8 May 2017)
 Professor SJ Banks
 Mr. GC Bateman
 Mr. G Bestford (Treasurer)
 Mrs Patricia Buckley-Atkins (appointed 11 September 2018)
 Mrs. J Flynn MBE (Vice Chair)
 Mr. GC Hepburn OBE
 Councillor J Robinson
 Mrs. CA Smith
 Mr. LA Stokes (appointed 10 November 2017)
 Mrs. JM Worters MBE (Chair)

The paid officers serving during the year and since the year end were as follows:

Key Management Personnel	Mrs J Laverick (Executive Director) Mr R S Hayward (Head of Business & Finance) – until 16 June 2018 Ms Y Probert (Head of Community Services) – until 31 May 2018
Company Secretary	Mr R S Hayward (resigned 16 June 2018) Mrs J Laverick (appointed 16 June 2018)
Registered office and operational address	8 St. Stephens Court Low Willington Crook County Durham DL15 0BF
Accountants	RSM UK Tax and Accounting Limited 1 St. James' Gate Newcastle upon Tyne NE1 4AD

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Reference and Administrative Information (continued)

Bankers

Lloyds Bank PLC
54 Fawcett Street
Sunderland
SR1 1SF

Solicitors

Muckle LLP
Time Central
32 Gallowgate
Newcastle upon Tyne
NE1 4BF

Swinburne Maddison LLP
Venture House
Aykley Heads Business Centre
Durham
DH1 5TS

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CHAIR'S REPORT

I am pleased to report that Durham Community Action ('the charity') has again had a very busy year, consolidating existing work and continuing to develop new services.

Supporting networks and delivery partnerships within the voluntary and community sector continues to be of crucial importance to us. As a VCS infrastructure support provider, we play a key role in representing and championing the sector. We are also placing an increasing emphasis on supporting collaboration between and across both voluntary and public sectors.

During this year we have been exploring challenges and opportunities in the ways community services can continue to be provided in County Durham. We demonstrated this role to good effect via the Finding Common Ground Conference, which we organised and hosted in November 2017. This highly regarded event attracted 200 delegates, representing interests from voluntary, public and private sectors, all making valuable contributions to a wide debate about the complexities in community needs, service design and funding we are all working with. The conference enabled us to share ideas and listen to innovative thinking from a range of key note speakers.

The charity's work during the year continued to be focused around three key themes:

- Consolidating networks and alliances, both formally to provide better services, and informally to build know how and confidence.
- Developing new relationships and knowledge between social and health care professionals and community based VCS services.
- Championing the voluntary sector and providing a range of infrastructure support services to develop and promote voluntary action, community led services and volunteering in County Durham.

Core objectives during the year were to:

- Continue building resilience and knowhow at local levels and within smaller communities, particularly with front line, volunteer led groups. Our Share and Learn Network is a good example in this regard, with a growing membership and significant expansion of peer mentoring and networking events taking place during the year.
- Develop a more robust specialist infrastructure in County Durham with the capacity to provide leadership, collaboration and delivery of services that can reach into more isolated communities.

The work programme for the year focused activity on the following areas:

- Continued development of the centre for Volunteering in County Durham. This was supported by further expansion of the Volunteer Coordinators Network, which acts as a sounding board and support group for organisations and agencies that involve volunteers. The network's reach has extended further during the year, because of collaborative ventures with similar organisations operating across the Tees Valley.
- Tailored support for community groups and organisations that provide services at local level, including community buildings and Town and Parish Councils. This work encompassed community development to build confidence and capabilities, governance and business planning advice.
- Funding advice and support on a broad range of small and large projects and schemes that were generated through VCS organisations and community enterprises.

In addition, a range of community support services were delivered through the Centre for Volunteering including the Kitemark, Volunteer Passport training and preparations for the 2018 Volunteering Celebration that was successfully held in June 2018, after the end of the period under review.

During the year the charity provided leadership and support for activities and projects including:

- Hosting and supporting the continuing development of Durham Food Partnership, Food Durham and the Community Growing Scheme. In July 2017, Food Durham Trading Limited was established as a wholly owned subsidiary of Durham Community Action, to support the rollout of the innovative Durham Food Hub.

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- LEADER in the Coast and Lowlands area of east Durham. We chair the Local Action Group.
- Continuing the strengthening of the Advice in County Durham Partnership and developing priorities and work plans.
- Supporting EU funded programmes including Community Learning and DurhamWorks.
- Assisting the two Clinical Commissioning Groups operating across County Durham with the development of the integrated health and social care agenda.
- Support for 10 Area Action Partnerships and their task and finish groups.
- Community development support for the Wellbeing for Life programme across the three hub areas, and support for community partners to engage with the programme.
- Providing support to residents of Teesdale and Wear Valley who are out of work and aged 25 and above to overcome barriers to employment, as part of the Reaching out Across Durham (ROAD) Building Better Opportunities Programme, funded by the Big Lottery and European Social Fund.
- Representation on many partnerships and networks, providing a voice for the voluntary sector, and helping to shape policy e.g. the County Durham Economic Partnership, VONNE, DCLG and Defra.

This report outlines the charity's objectives and achievements during the year to 31 March 2018 and details the arrangements that are in place to protect and develop resources.

As Chair, I would once again like to express my thanks and appreciation to the Staff and Trustees, who are without doubt Durham Community Action's most valuable assets. Without them, it would not be possible to generate the income that supports the community development activities. 2017/18 was a year of significant progress, and the charity can again look forward to the coming year with a degree of confidence, despite the challenging funding climate in which it continues to operate.

Finally, and most importantly, on behalf of all the Members, Staff and Trustees I would like to express special thanks and appreciation to Durham Community Action's funders for their continued support.

Jan Worters MBE
Chair of Executive Committee

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PURPOSE

Durham Community Action (the charity) exists to improve the quality of life for people and communities in County Durham and the surrounding areas.

County Durham is defined as 85% rural according to Defra, and disadvantage manifests itself in several different ways. In the isolated west Durham Dales for example, poor provision of local services and transport particularly affects both older people and young people, limiting access to public services, social and employment opportunities. Fuel and food costs are high, resulting in pockets of poverty. Ex-mining communities in the east of the county have high levels of deprivation with low skill levels, poor educational attainment and significant health problems.

The purpose of the charity is 'to promote the benefit of the inhabitants of County Durham and the surrounding areas without distinction of sex, sexual orientation, race or of political, religious or other opinions, by associating together the said inhabitants and the statutory authorities, voluntary and other organisations in a common effort to advance the welfare of the said inhabitants with the object of improving their conditions of life, through any or all of the following:

- (a) the relief of poverty;
- (b) the advancement of education;
- (c) the advancement of health;
- (d) the relief of unemployment;
- (e) the promotion of urban and rural regeneration; and
- (f) such other charitable purposes as may from time to time be determined.'

The charity seeks to be recognised by customers as a sustainable organisation delivering first class infrastructure support services, and by stakeholders as an independent, reliable, professional body, providing expertise on voluntary and community sector affairs at national and local levels.

OBJECTIVES, PERFORMANCE AND ACHIEVEMENTS

The Trustees consider the Charity Commission's guidelines on public benefit, including 'Public benefit: running a charity' (PB2) when shaping and planning the charity's objectives and activities.

During the year, the charity's objectives were focused around five main themes as detailed below, each designed to provide assistance and support for communities across County Durham. Those objectives were underpinned by a detailed business plan setting out a series of planned activities that were either designed and delivered in-house or contracted with partner organisations and consortia on given themes or in specific geographical areas of County Durham.

Good progress was made in delivering against each of the five themes during the year, producing a range of outcomes that provided clear public benefits:

Objective 1 - Supporting volunteering by encouraging and supporting individuals to take up local opportunities, providing accredited training to enable volunteers to develop their knowledge and skills, celebrating achievement, encouraging more employers to recognise the inherent value of volunteering, and promoting kitemarking to ensure a quality volunteering experience.

Priorities	<ul style="list-style-type: none">• To build a stronger range of opportunities for volunteers, and access to skills and relevant support programmes that help them to achieve their volunteering aspirations.• To develop the infrastructure for volunteering opportunities through the provision of support for volunteer involving agencies and organisations.• To increase the range of opportunities for access to supported volunteering for those who are less confident, or able.
Achievements	<ul style="list-style-type: none">• 966 volunteers were registered and active through the Centre for Volunteering.• 862 new volunteers were supported (with advice, information and guidance)

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	<p>via the Centre for Volunteering.</p> <ul style="list-style-type: none"> • The Centre for Volunteering had 5,715 registered volunteers. • 105 volunteers received training or support to enter volunteering. The Volunteer Passport continued to attract learners who are less confident, by offering more intensive one to one support for them in community locations across the County. In the last quarter alone, 21 learners completed the Volunteer Passport training, and two successfully moved on from volunteering to employment. • 88 organisations were supported to develop new volunteering roles and to recruit. • Social media networking continued to develop. @DurhamVolunteer attracted 957 followers and 1,757 subscribers to news feeds. • The Volunteer Coordinators Forum membership increased to 122 organisations. 17 organisations achieved or were close to achieving the Volunteering Kitemark and the quality standard was adopted by VCS organisations in the Tees Valley area. • 1,168 volunteers were specifically connected to providing community services across the County. • Durham Community Action organised and ran a Celebration of Volunteering in County Durham at Beamish Museum in June 2017 as a gesture of thanks and recognition to volunteers. A follow up event at Durham Cathedral in June 2018 proved equally successful, attracting a good spread of private sector sponsorship.
Public benefit	<ul style="list-style-type: none"> • As a result of this work, volunteer involving organisations in County Durham are more effectively networking, sharing good practice and collaborating on initiatives that help to make the volunteering experience in County Durham rewarding and better supported. • There are opportunities for a more diverse range of volunteering opportunities and work experience, supported by accredited training opportunities for volunteers seeking to build their skills and have them recognised (the 'Volunteer Passport'). • There are improved pathways for volunteers to access opportunities, develop their experience and make contributions that are both valued and add value to civil society. • One to one advice and help are now available for people who are less confident, enabling them to enter volunteering and be supported into placements that are rewarding for both volunteers and communities. • Volunteer led groups and organisations have support and ready access to advice and help when they need it. They are better informed and have resources to hand that help them to ensure that their volunteers are well trained and supported.

Objective 2 – Capacity building through the provision of a range of advice and support services for the Voluntary & Community Sector, particularly those running community buildings and village halls in disadvantaged communities.

Priorities	<ul style="list-style-type: none"> • To provide leadership and support for VCS networks, building peer support for training, partnership development and skills. • Collaboration with local community networks to enable them to support local, front line community services. • Supporting and enabling communities to undertake local consultations and planning. • Providing a value led consultancy service for VCS organisations to draw on when in need of specific areas of expertise e.g. bid writing, funding advice, business planning and trustee development.
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Achievements	<ul style="list-style-type: none"> • 814 VCS groups and organisations have been supported with information, advice and guidance. • 193 organisations and groups have had case work support to undertake health checks, deal with governance changes, manage their resources and undertake consultations and business planning. • We delivered four Share and Learn networks for volunteer management groups with responsibilities for Community Buildings Groups, with a special session focused on Attracting New Business. • The Share and Learn network is maturing. Members are setting their own programme for training, and starting to collaborate on the potential for shared business development.
Public benefit	<ul style="list-style-type: none"> • Durham Community Action's support and intervention helped to strengthen and sustain community-based services delivered by volunteers and community buildings managed by local people, helping to support vulnerable beneficiaries. • Peer to peer networks for volunteer trustees were expanded and supported, ensuring greater collaboration, shared learning and new initiatives to share resources and costs. • Knowledge and understanding of the current funding climate was improved within the voluntary and community sector.

Objective 3 – Representation and voice. Getting voices heard by using grassroots knowledge to champion the interests of local communities with national and local policymakers, and by providing practical support for neighbourhood planning and grassroots engagement that provides solutions that sustain communities both socially and economically.

Priorities	<ul style="list-style-type: none"> • Representing community and voluntary sector interests as a member of the Board of the County Durham Partnership. This enables us to collaborate with public sector colleagues to develop more joined up policy for commissioning and funding, better engage the community in the development of new funding programmes and influence the provision of key services by engagement with Heads of Service, and involvement in key new staff appointments. • Disseminating important information and best practice to the sector through a programme of events, conferences and workshops. • Ensuring that the VCS is fully engaged with plans to integrate health and social care across County Durham. • Developing 'Better Together' as an informal network of countywide VCS and specialist providers • Chairing and supporting the development of the Advice in County Durham multi-agency network as the 'go to' practitioner network for all agencies to come together and join up services. Network members provide advice and one to one casework support across County Durham. • Developing and delivering a programme of training including good governance, finance, asset development, and volunteer accreditation, for volunteers that manage community services and assets
Achievements	<ul style="list-style-type: none"> • Collaboration with Durham County Council's Children's Services, and support for two pilot initiatives in Ferryhill and Stanley that link social services staff into community groups and local services that support troubled families. • Organisation and hosting of a major conference for 200 delegates entitled 'Finding Common Ground' which focused on commissioning in a complex environment. This resulted in a round table event with commissioners to look at ways of delivering a more joined up and effective commissioning programme. • Working with specialist VCS support providers to develop a roadshow for care home managers and staff, to highlight the range of intergenerational support and mentor training that they can provide.

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	<ul style="list-style-type: none"> • Negotiation of a model for closer engagement between the 13 Teams Around Patients (TAPS) that the NHS has established, and VCS / public sector providers of community led and specialist care services. • Chairing quarterly meetings of the Better Together network, to look at a range of support initiatives, including support for community enterprise, training for volunteer led organisations, and development of a policy conference focusing on the design and delivery of services to meet increasingly complex mental health needs. • Chairing the Advice in County Durham Partnership, which has grown to encompass 151 members. Examples of activities that the partnership supported and influenced included encouraging GPs to use the Advice Referral Portal to refer patients for community led support and help, referrals for fuel vouchers presenting at food banks which grew threefold in 2017/2018, and implementing a programme of training for workforce and volunteers to support people with complex mental health needs. • Delivering a programme of Community Learning, supported by case work and training to put governance and business planning into place with funding advice.
Public benefit	<ul style="list-style-type: none"> • Stronger voluntary and community led partnerships are sharing resources and generating new activity. This in turn ensures that the voluntary sector is actively engaged and represented within key public sector led networks. • Collaborative coalitions are working to influence the design and delivery of public service contracts. • Front line voluntary and community sector organisations are better informed and trained about tendering and procurement processes and social value through market engagement exercises and training.

Objective 4 – Health and wellbeing. Promoting better health through local food and community growing initiatives, asset mapping local health provision, engaging with local communities to understand their healthcare needs, and then using evidence gathered to seek to influence policymakers and practitioners.

Priorities	<ul style="list-style-type: none"> • Promoting neighbourhood development through intensive targeted community development support for community building management groups. This enables them to develop new activities and generate new community users. • Supporting a diverse range of groups and organisations that promote health in their communities, either through local activities and events, or through specialist communities of interest. • Consolidating and developing the Community Growing initiative which provides advice and case support for community led growing schemes (gardens and food initiatives) across County Durham. • Delivering the final tranche of support as part of the Wellbeing for Life consortium, focused on provision of community development (asset mapping and asset-based development) in three targeted communities (hubs) within County Durham. Wellbeing for Life offers a holistic, community-based range of services to stimulate better health and wellbeing and behaviour changes.
Achievements	<ul style="list-style-type: none"> • Durham Community Action provided intensive community development support for three community buildings in the north of County Durham which helped to re-connect local community members with their halls, built capacity in the management groups (by recruiting new volunteers, supporting planning and providing training and hands on help), and generated additional income that enabled them to make improvements, and sustain a broader range of attractive community-based activities. • Work was completed on two community plans for Bishop Auckland and West Rainton.

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	<ul style="list-style-type: none"> • Growing Durham worked with community groups to support more people to grow food in community settings, and to encourage and support new growing initiatives. This project was also linked in to the County Durham Food Partnership, which DCA also hosts. • Work began to develop social and therapeutic horticulture and training. • The Edible Estates community-based health and wellbeing initiative project commenced in Gilesgate, Durham City supported by County Durham Community Foundation. • 440 Wellbeing for Life interactions with communities across three target areas that are predominantly rural and disadvantaged. • 185 community groups and organisations in disadvantaged areas were assisted to develop health/social care programmes that support an asset-based approach. Support included advice, training, and hand holding to establish and sustain activities that provide for wellbeing in community settings. • 144 community groups were supported with case work and community development to build capacity and skills, and to help them extend their support networks and build the level of volunteering input. Examples of group support provided for volunteers included governance and funding advice, asset mapping in communities and Hallmark assessments. • 33 groups were assisted with development and/or exit plans after running health taster activities and courses.
Public benefit	<ul style="list-style-type: none"> • Members of the public were given access to local, community orientated activities that help to increase their social networks, build confidence and generate new initiatives. • Community volunteers and members of the public were better informed about the range of resources and support available in their area to support healthier living. • A stronger, more comprehensive range of advice and help was made available to support community initiatives, helping to encourage new ideas, and increase levels of engagement from members of the public. • Greater opportunities were provided for one to one support, to make healthier life choices more accessible for people who are isolated through poverty, ill health, or lack of transport.

Objective 5 – Economic development. Enabling enterprise by offering advice and support to foster the development of community interest companies and social enterprises.

Priorities	<ul style="list-style-type: none"> • Providing leadership for the Durham Coast and Lowlands Local Action Group to support LEADER projects to develop their outcomes and business cases through to successful approval. • Ensuring opportunities for social and community enterprise are proofed into the County Durham economic strategy, and are representing the needs of rural communities. • Supporting the County Durham Local Food Hub to provide marketing advice and support to local food producers, and to broker new distribution outlets for local food. • Provision of generic support and advice services for community enterprises through the start-up phase to future growth. • Supporting the Reaching Out Across Durham (ROAD) Building Better Opportunities initiative, which is an employability programme for economically inactive people aged over 25. The programme is funded via the Big Lottery Fund and European Social Fund.
Achievements	<ul style="list-style-type: none"> • Durham Community Action chaired four meetings of the LEADER Local Action Group during the year and helped to update and refresh the strategy

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	<p>and support project sponsors. This was further supported by participation in the Regional Rural Growth Initiative and the North East Farming and Rural Affairs Network (NEFRAN).</p> <ul style="list-style-type: none">• Food Durham Trading Limited was launched as a wholly owned subsidiary of Durham Community Action, with its own Board of Directors. During the year, the Food Hub worked with 11 different suppliers covering 40 products. Links were established with the new Hotel Indigo in Durham City, and a Taste Durham Welcome Pack was developed with Visit County Durham targeting the self-catering market. Product presentations were also organised with local hospitality organisations, and the link with JR Holland distribution was developed.• Generic support was provided for community enterprises covering governance, business planning and registration.• Durham Community Action collaborated with Community First Yorkshire to deliver a research project funded by the Power to Change Research Institute, which focused on the potential for village halls in the Durham Dales to develop as community enterprises.• Durham Community Action employed two navigators to deliver the ROAD programme focusing on Teesdale and Wear Valley.
Public benefit	<ul style="list-style-type: none">• Better integration of funding advice services with regional networks so that communities have access to a broader range of specialist advice and information to support their work.• As public services face increasing contraction, communities in County Durham are more resilient and informed about developing local solutions to local issues and have increased capacity to work entrepreneurially to sustain local services.• Fledgling local businesses are supported with specialist advice, support and new sales opportunities to grow their businesses, providing local employment opportunities and spin off benefits for rural communities.

FINANCIAL REVIEW

Result

The result for the financial year ended 31 March 2018 showed a deficit of £143,817, compared to a deficit of £7,451 in 2017. This was split between a £63,440 unrestricted deficit from the charity's core activities, and a deficit of £80,377 on its restricted activities.

The deficit on restricted funds relates to year on year differences in the timing between funds being received and expended on project activity. The deficit in our day to day activities was disappointing, although when viewed over a two-year timeframe the impact on reserves is broadly neutral. Given the challenging financial climate in which we operate, and the deficit that we were projecting at the beginning of the year, we regard this as a fair achievement, and a reflection of continued careful management of costs. This combined with a proven track record of delivery, enabled us to continue attracting and delivering additional fully funded activities using our existing staff resources.

Financial procedures

Our financial planning follows an annual cycle, linked into the business planning and reporting rounds. The draft annual budget for organisational core costs is usually set by the Board of Trustees at the start of each financial year, however the changing nature of income streams means that the budget sometimes needs to be revised after the financial year has commenced. Income and projected expenditure for programmes / projects and work streams during the year are factored into the budget. This is done on a pro rata basis as the reporting and monitoring rounds for projects / programmes are significantly variable, and subject to funders' requirements.

The charity operates an accounting system that ring fences project / programme funding within the

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accounts, ensuring that monitoring and auditing systems are transparent. The Executive Committee undertakes regular monitoring of the budget on a bi-monthly basis, supported by the Finance Department.

Durham Community Action's accounts are subject to a full external inspection on an annual basis. The charity complies with Charity Law by lodging all accounts with the Charities Commission. The accounts are authorised and approved by the Board of Trustees and presented to members for adoption at the Annual General Meeting each Autumn.

Expenditure is maintained using the principle of generally only undertaking fully funded projects and programmes, and monitoring activity against agreed budgets. Wherever possible the charity tries to achieve full cost recovery, however this is often difficult to achieve given the challenging funding climate in which the charity operates.

The aim is to maintain a diverse portfolio of funding sources. Forms of investment in services are also varied and include a balance of income from grants, contracts, commissions and earned income. Sources of funding include:

- Charitable Trusts
- European
- Government
- Health
- Local Authorities

Details of incoming resources for project-based activities are listed in Note 4 to the accounts (page 26).

Surplus cash balances are invested on deposit to earn interest at the best available rate having due regard to the balance between risk and reward.

The charity provides some administrative services for community organisations that also generate a small income. These include training activities, and services such as printing and copying. An insurance scheme continued to be provided during the year for community buildings, and this generated a small commission income, that was used to directly support charitable activities.

In addition, management fees and a small amount of rental income was derived from projects, and this was used to support core activities.

Investment powers and policy

Under the Memorandum and Articles of Association, the Trustees have the power to deposit or invest funds in any manner, including establishment of a trading arm (but to invest only after obtaining advice from a financial expert and having regard to the suitability of investments and the need for diversification). They have adopted a conservative policy on depositing funds and choose only low risk deposits.

Reserves Policy

At 31 March 2018 the Charity's free reserves were £242,247, with an additional £39,183 held in restricted funds that are ring fenced to support specific projects.

The Trustees have forecast that the level of free reserves required to sustain the operations of the charity will be equivalent to a minimum of six months' core costs and redundancy costs, being organisational, management and administrative support costs.

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Details are provided in the table below:

Description	Amount
Total reserves	£314,728
Comprising:	
Restricted funds (ring fenced to support specific projects)	£39,183
Unrestricted funds (see note 16)	£275,545
Less fixed assets	(£33,298)
Free reserves	£242,247
Free reserves are ring-fenced for the following:	
Six months' core costs and estimated redundancy costs	£128,487
Provision of services in 2019-2020	£113,760
Total	£242,247

The Trustees recognise the changing landscape for funding and investment into the charity's work. They have looked closely at the factors that influence change and how they may affect the priorities and future of the organisation e.g. partnership working, changes in professional networks and public policy, reductions in funding for public services, uncertainty about new programmes, and the potential impacts of national or strategic policy changes such as devolution, and the UK's planned exit from the European Union.

Financial risks

These are considered in the Risk Management section on p15 -17 of this document.

Plans for future periods

The charity will continue to operate in a manner that is designed to meet its primary objectives as described previously. Development work will be maintained over the coming year with colleagues and stakeholders relating to changing policy on service delivery.

During the year, the charity established Food Durham Trading Limited as a wholly owned subsidiary to handle commission income generated by the nascent local food hub initiative. This subsidiary ringfences the charity from the risks associated with non-primary purpose trading, however the charity still benefits from income earned through gift aid arrangements. There is representation on the trading subsidiary board through the presence of two charity appointed Directors. The charity obtained specialist legal advice to ensure that the trading subsidiary is structured in a way that minimises financial and reputational risk to Durham Community Action.

The Trustees have convened specifically to consider how the charity prepares and manages for the future. As set out in the Reserves Policy, the Trustees have considered the implications for change, together with an estimated protracted period of uncertainty, that will be exacerbated by the UK's planned withdrawal from the European Union.

STRUCTURE, GOVERNANCE & MANAGEMENT

Governing Document

Durham Community Action Limited is a company limited by guarantee and does not have share capital. The charity is governed by Memorandum and Articles of Association that were adopted on 17 October 2013.

The charity is registered with the Charity Commission. Membership is open to any individual or organisation that meets the criteria specified in the Memorandum and Articles of Association. Every member promises, if the Charity is dissolved while he, she or it remains a member or within 12 months afterwards, to pay up to £10 towards the costs of dissolution and the liabilities incurred by the Charity while the contributor was a member.

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Appointment of Trustees (Executive Committee)

The Trustees as charity trustees have control of the Charity and its property and funds, however there is no individual exercising significant control (PSC). There must be a minimum of five Trustees and a maximum of 20 Trustees. Any person qualified and wishing to become a trustee must be aged 16 years or over and must either be recommended by the Trustees or be nominated for election by a member of the Charity, in accordance with Article 6.3 of the Memorandum and Articles of Association.

At each Annual General Meeting, one-third of the Trustees must retire who have been longest in office but may offer themselves for re-election or further co-option. As between Trustees with the same length of service, they may agree between themselves who shall retire, but if they cannot agree, the matter will be decided by lot.

The Trustees may at any time co-opt any individual duly qualified to be appointed as a Trustee to fill a vacancy in their number or as an additional Trustee. However, a co-opted Trustee can only hold office until the next AGM and the total number of co-optees at any one time shall not be more than one-half of the elected Trustees.

All the charity's Trustees are volunteers and provide their time freely. Expenses are offered to cover travel costs. Trustees attending appropriate conferences and networking activities for the charity may also be reimbursed for travel costs, conference fees and occasional accommodation when an overnight stay is necessary. No Trustees benefit financially, contractually or materially from their roles.

Trustee Induction and Training

New Trustees undergo orientation meetings to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the Executive Committee and decision-making process, the business plan and recent financial performance of the charity. During the induction process they meet key employees and other Trustees. All Trustees are encouraged to attend appropriate external and internal training events.

Officers

The honorary posts of Chair, Vice-Chair and Treasurer are elected by serving Trustees immediately after the Annual General Meeting.

Organisation

Currently membership of the Board of Trustees stands at 10. The Executive Committee meets bi-monthly, and on an ad hoc basis if the necessity arises. There is the facility to establish ad hoc task and finish sub-groups.

Key Management Personnel

The Trustees hold overall responsibility for management of the organisation, its assets, staff and funds. Responsibility for day to day management of the organisation, finance, employment of staff, and for providing support and resources to the Trustees to enable strategic planning and management, is delegated to the Executive Director. She is appointed by the Trustees to manage the operations of the charity and is an employee of the company. Despite the title, the Executive Director is neither a Director of the Company nor a Trustee of the Charity.

The Executive Director manages the charity through a small senior management team, comprising Section Managers for Community Services, Volunteering, and Food & Growing. Governance and finance support is provided by an external contractor, with a good working knowledge of the business. Details of the Key Management Personnel and their costs applicable during 2017-2018 are included in note 8.

Pay policy for senior staff

Salary scales for senior staff are determined by the Trustees having due regard to remuneration for similar roles within the voluntary and community sector, and nationally agreed NJC salary scales for local government posts with comparable levels of responsibility. No employee earned more than £60,000 during the year.

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REPORT OF THE DIRECTORS AND MANAGING TRUSTEES FOR THE YEAR ENDED 31 MARCH 2018

Use of volunteers

The charity provides a comprehensive range of services that promote and support volunteering across County Durham. These services are provided through an NCVO accredited Volunteer Centre. The priorities and achievements for volunteering services are set out in Objective 5 above.

The charity's work is directly supported through the Trustees, all of whom are volunteers. The recruitment and management of casual volunteers is handled through the Volunteer Centre, and there are appropriate policies, procedures, and agreements in place to cover both their recruitment, and their roles and engagement with the charity's staff and work.

Related parties & co-operation with other organisations

The charity's work programme is first and foremost determined by the needs of the communities that it serves, and this reflects the interests of its members.

Wherever possible the charity tries to align its work to prevailing national, regional and local policies and priorities, by working closely with a range of partners, including ACRE, County Durham Partnership, Durham County Council, the Office of the Durham Police, Crime and Victims' Commissioner, and County Durham's two Clinical Commissioning Groups. The charity also endeavours to respond positively to requests from the voluntary and community sector within County Durham, and to various community-based networks and partnerships. As a result, close working relationships are maintained with a range of other organisations, although none meet the related parties' criteria as defined in company law:

- During 2017/18 the charity maintained a Funding Agreement with Action for Communities in Rural England (ACRE) to provide intelligence and information for Defra about particular areas of policy, as it affects rural communities, on a regional and county-wide basis, with respect to economic development, housing, transport, access to services and broadband provision.
- The charity maintains a strong relationship with Durham County Council and is recognised by the Council as the primary voluntary and community sector infrastructure support organisation for County Durham. This provided the council with a single conduit for public sector investment into VCS (Voluntary and Community Sector) support services. County Durham Constabulary also contributed funds to support work with front line community groups and organisations.
- Health was an important theme during 2017/18. Working as an equal member in a formal consortium with a range of partners (Durham & Darlington NHS Foundation Trust, Durham County Council Sports & Culture, Leisureworks and Pioneering Care Partnership), the charity delivered healthy living objectives for communities across the county as part of the final year of the current Wellbeing for Life programme. DCA also worked closely with both Clinical Commissioning Groups and voluntary sector representatives in County Durham to support the integration of health and social care agenda.
- The charity was represented on and supported a range of networks and partnerships including the Third Sector Strategy Working Group of the County Durham Partnership, County Durham Economic Partnership, Regional Rural Growth Network, North East Farming & Rural Advisory Network (NEFRAN), the VCS Working Group, the Advice in County Durham Partnership, and the Greater Northern Group of Rural Community Councils.
- The Food Durham Partnership, and the Volunteer Co-ordinators Forum (a network of over 100 organisations engaged in volunteering across the North East and Yorkshire) were amongst the networks and organisations chaired or supported by the charity during the year.
- The charity collaborated with Communities First Yorkshire to jointly deliver the Power to Change project funded by the Big Lottery Fund, which looked at the current spread and future opportunities for developing community enterprise across the North Pennine Dales of County Durham.

DURHAM COMMUNITY ACTION LIMITED

REPORT OF THE DIRECTORS AND MANAGING TRUSTEES FOR THE YEAR ENDED 31 MARCH 2018

Durham Community Action was a partner in the Reaching Out Across Durham (ROAD) social-inclusion programme, funded by the European Social Fund and the National Lottery, through the Big Lottery Fund. The initiative (which is managed by Groundwork North East & Cumbria), runs until July 2019, and is designed to help residents of County Durham who are out of work and aged 25 and above to overcome barriers to employment.

Risk management

The Executive Committee of Trustees has a risk management strategy that comprises:

- An annual review of the risks that the charity may face.
- The establishment of systems and procedures to mitigate those risks identified in the risk assessment.
- The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

Risks classified as being related to Health and Safety are covered by the implementation of the Health and Safety policy adopted by the Executive Committee. This is monitored by a nominated Trustee. A review of Health and Safety risks is carried out periodically and actions arising from reviews are implemented as appropriate.

Internal financial risks are minimised by the implementation of procedures for authorisation of all transactions and projects, and the separation of duties of both Trustees and members of staff.

The rapid and changing nature of government policy, allied to constraints and cuts to all forms of public and charitable funding, together with funding criteria for the charity's areas of expertise has been identified as the major risk. In addition, the United Kingdom's planned withdrawal from membership of the European Union calls into question a significant source of potential future funding. Together these may lead to reductions in income for the charity.

The reserves allocation policy detailed earlier offsets the actual and contingent liabilities of the organisation against the combined value of all unrestricted funds. This policy allows the charity to continue to operate on a reduced basis until alternative funding arrangements can be put in place.

Key risks for the coming 2-3 years, together with mitigating actions that have already been taken, or which are planned for, are outlined in the table below, and further considered as part of the Reserves Policy and Plans for future periods.

Risk	Nature of Risk	Mitigation
UK withdrawal from the European Union (EU)	<ul style="list-style-type: none">• Lack of certainty over EU funded programmes and investment for economic development.	<ul style="list-style-type: none">• The charity is formally signed into programmes that were signed off in advance of the EU Referendum.• Continuing active engagement with the Economic Partnership and Regional Rural Growth Initiative, collaborating with partners to champion investment opportunities for the region, and for County Durham.• Closer engagement with the Economic Partnership to monitor, assess and manage fallout from the EU referendum decision.
Further austerity measures and increasing withdrawal of funding for public services.	<ul style="list-style-type: none">• Diminishing opportunities to fund infrastructure, policy and support services for community organisations.• Public service priorities	<ul style="list-style-type: none">• Continuing development of niche specialities within the staff team to allow responsiveness to need, increase our reach and to fill gaps in service provision that open up, ensuring that services are cost effective & meeting needs.• Continued close working with thematic

DURHAM COMMUNITY ACTION LIMITED

REPORT OF THE DIRECTORS AND MANAGING TRUSTEES FOR THE YEAR ENDED 31 MARCH 2018

	focused on crisis interventions and removed from preventative community initiatives.	partnerships (Volunteering and Advice) to address needs and develop improved collaboration in service provision (shared resources, co-locations and shared intelligence).
Large scale transfers of public sector services and contracts	<ul style="list-style-type: none"> • Lack of capacity and resources to bid for large contracts. • Payment by results • Bankrolling • TUPE implications 	<ul style="list-style-type: none"> • Ensuring formal, relevant and bid ready consortia are in place with Memoranda of Understanding and partnership agreements. • Spread the risk and share resources and liabilities with a balance of larger and smaller, niche organisations and partners. • Ensure that Durham Community Action retains organisational scale and resources that are sufficient to deliver realistic levels of service, whilst also reacting responsively to opportunities.
Loss of key staff and skills (in the face of reduced levels of funding)	<ul style="list-style-type: none"> • Capacity for sustaining key relationships, and ability to work responsively. • Resources to build intelligence and sustain the evidence base for influencing and shaping new work. 	<ul style="list-style-type: none"> • Adopt smarter, less labour-intensive approaches to communications, information sharing and making resources available for beneficiaries. • Ensure staff engagement and training programmes are in place, optimising specialist skills and experience within the delivery team. • Enabling closer co-working and collaboration between the charity's staff and partner staff members, thereby adding value to resources and consolidating working relationships.
Expansion of DCA's activities into non-primary purpose trading activity e.g. Durham local food hub	<ul style="list-style-type: none"> • Financial risks associated with trading activity, including possible corporation tax liabilities and the threat to DCA's charitable status. • Reputational risk arising from poor advice, and product quality issues. 	<ul style="list-style-type: none"> • A separate incorporated trading subsidiary (Food Durham Trading Limited) has been established to ring fence the main charity from financial and reputational risk. • Specialist legal and financial advice to ensure that appropriate governance, legal documentation and accounting systems are in place to properly ringfence the subsidiary.

DURHAM COMMUNITY ACTION LIMITED

REPORT OF THE DIRECTORS AND MANAGING TRUSTEES FOR THE YEAR ENDED 31 MARCH 2018

Trustees' responsibilities in relation to the financial statements

The Trustees (who are also the Directors of Durham Community Action Limited for the purposes of company law) are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity Trustees to prepare financial statements for each year that give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing the financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

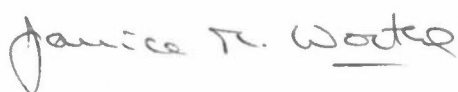
The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

Independent examiner

The members appoint the Independent Examiner at the Annual General Meeting. The Trustees recommend that RSM UK Tax and Accounting Limited be reappointed as Independent Examiner for the ensuing year, and a resolution to this effect will be proposed at the forthcoming annual general meeting.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Signed by order of the Trustees



J Worters MBE
Chair of Executive Committee
4 October 2018

DURHAM COMMUNITY ACTION LIMITED

INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF DURHAM COMMUNITY ACTION LIMITED FOR THE YEAR ENDED 31 MARCH 2018

I report to the trustees on my examination of the accounts of Durham Community Action Limited ('the company') for the year ended 31 March 2018, which are set out on pages 19 to 35.

Responsibilities and basis of report

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145 (5)(b) of the 2011 Act.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the accounts. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently, I express no opinion as to whether the accounts present a 'true and fair view' and my report is limited to those specific matters set out in the independent examiner's statement.

Independent examiner's statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me reasonable cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

L Robson

Name: Lucy Robson

Relevant professional qualification or body: ICAEW

ON BEHALF OF RSM UK TAX AND ACCOUNTING LIMITED

Chartered Accountants

1 St. James Gate

Newcastle upon Tyne

NE1 4AD

10/10/18

DURHAM COMMUNITY ACTION LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) YEAR ENDED 31 MARCH 2018

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2018 £	Total Funds 2017 £
INCOME FROM:					
Donations and legacies	3	-	95	95	66
Charitable activities	4	50,045	541,424	591,469	631,137
Other trading activities	5	26,719	-	26,719	17,399
Investments	6	828	-	828	2,151
TOTAL INCOME		<u>77,592</u>	<u>541,519</u>	<u>619,111</u>	<u>650,753</u>
EXPENDITURE ON:					
Charitable activities	7	141,032	621,896	762,928	658,204
EXPENDITURE		<u>141,032</u>	<u>621,896</u>	<u>762,928</u>	<u>658,204</u>
NET EXPENDITURE		<u>(63,440)</u>	<u>(80,377)</u>	<u>(143,817)</u>	<u>(7,451)</u>
TRANSFERS BETWEEN FUNDS		-	-	-	-
NET MOVEMENT IN FUNDS	9	<u>(63,440)</u>	<u>(80,377)</u>	<u>(143,817)</u>	<u>(7,451)</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		338,985	119,560	458,545	465,996
Total funds carried forward	16	<u>275,545</u>	<u>39,183</u>	<u>314,728</u>	<u>458,545</u>

The statement of financial activities includes all gains and losses recognised in the year.

All of the activities of the charity are classed as continuing.

DURHAM COMMUNITY ACTION LIMITED

Company number 00309329

BALANCE SHEET as at 31 MARCH 2018

	Note	2018 £	2017 £
FIXED ASSETS			
Tangible assets	10	19,698	26,602
Intangible assets	10	13,500	18,000
Investments	11	100	-
		<u>33,298</u>	<u>44,602</u>
CURRENT ASSETS			
Debtors	12	71,264	35,950
Cash at bank and in hand		344,848	438,511
		<u>416,112</u>	<u>474,461</u>
CREDITORS: Amounts falling due within one year	13	(134,682)	(60,518)
		<u>281,430</u>	<u>413,943</u>
NET ASSETS		<u>314,728</u>	<u>458,545</u>
THE FUNDS OF THE CHARITY			
Restricted funds	16	39,183	119,560
Unrestricted funds: General	16	<u>275,545</u>	<u>338,985</u>
TOTAL CHARITY FUNDS		<u>314,728</u>	<u>458,545</u>

For the year ending 31 March 2018 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies and its members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements were approved and authorised for issue by the Trustees on 4 October 2018 and are signed on their behalf by:



J Worters MBE
Chair of Executive Committee

DURHAM COMMUNITY ACTION LIMITED

STATEMENT OF CASH FLOWS YEAR ENDED 31 MARCH 2018

	Note	2018 £	2017 £
Cash generated (used)/from in operating activities	20	<u>(94,265)</u>	<u>4,952</u>
Net cash (used)/ generated in operating activities		(94,265)	4,952
Cash flows from investing activities			
Purchase of property, plant and equipment		(217)	(43,129)
Acquisition of investment in subsidiary		<u>(100)</u>	<u>-</u>
Net cash used in investing activities		(317)	(43,129)
Cash flows from financing activities			
Interest received		<u>919</u>	<u>2,151</u>
Net cash provided by financing activities		919	2,151
Decrease in cash and cash equivalents in the year		(93,663)	(36,026)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR		438,511	474,537
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR		<u>344,848</u>	<u>438,511</u>
RELATING TO:			
Cash at bank and in hand		<u>344,848</u>	<u>438,511</u>
Total cash and cash equivalents		<u>344,848</u>	<u>438,511</u>

DURHAM COMMUNITY ACTION LIMITED

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2018

1. ACCOUNTING POLICIES

Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS102) (effective 1 January 2015) – Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK (FRS102) and the Companies Act 2006.

Durham Community Action Limited is a charitable company limited by guarantee, registered in England. The address of the Charity's registered office and principle place of business is 8 St. Stephens Court, Low Willington, Crook, County Durham, DL15 0BF. The charity meets the definition of public benefit entity under FRS102.

These accounts set out the results of the charitable company only. The Trustees consider that the charity's subsidiary is not material to the group and no consolidated accounts have been prepared in accordance with exemption under section 405 of the Companies Act and Charities legislation.

Going concern

Financial Reporting Standard 102 requires, if appropriate, the charity's financial statements are prepared on the going concern basis, which means that the charity is able to operate for the foreseeable future on the basis of known and reasonable projected resources. There are no material uncertainties in respect of the charity's ability to continue as going concern. The charity derives its income from a range of sources which minimises its exposure to difficult economic conditions. The charity holds sufficient free reserves to meet medium term core costs as detailed within its' reserves policy. As a consequence, the Trustees believe that the charity is well placed to manage its business risks successfully and thus they have adopted the going concern basis of accounting in preparing the financial statements.

Fund accounting

Unrestricted funds

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds in furtherance of the charity's objectives.

Restricted funds

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure that meets these criteria is charged to the fund, together with a fair allocation of support costs.

Income

Income from charitable activities

Income is recognised in the period in which the charitable company has entitlement to the funds, any conditions attached to the income have been met, it is probable that the income will be received and the amount can be measured reliably.

Grants for immediate expenditure and with no conditions on the delivery of a specific performance by the charity are accounted for when the charity becomes unconditionally entitled to the grant. Grant income where related to performance and specific deliverables which will occur in future accounting periods are deferred and recognised in those periods where the charity earns the right to consideration by its performance. Grants received for specific purposes are treated as restricted funds.

DURHAM COMMUNITY ACTION LIMITED

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2018

1. ACCOUNTING POLICIES (continued)

Donations

Donations are included in the Statement of Financial Activities when receivable. In accordance with the Charities SORP (FRS102) general volunteer time is not recognised.

Other income

Rental & other income are recognised on a receivable basis. Income from insurance commissions is recognised as earned (as services are provided).

Investment Income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Expenditure

Expenditure is all considered as expenditure on charitable activities. Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party; it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Resources expended are included in the Statement of Financial Activities on an accruals basis. They include:

Project costs

These relate to the costs of carrying out the activities and services of the charity for its beneficiaries. Where there are costs common to both charitable activities and central functions an apportionment is applied on a reasonable basis, i.e. staff costs for time spent.

Support Costs

Costs relating to central functions are allocated to activities on a reasonable basis.

Governance costs

This relates to the costs associated with meeting the constitutional and statutory requirements of the charity and include the accounting fees and costs linked to the strategic management of the charity.

Fixed assets and depreciation

Assets are initially measured at cost and subsequently stated at cost less accumulated depreciation. The costs of minor additions or those costing below £500 are not capitalised. Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Fixtures, fittings and equipment	- 25% reducing balance
Leasehold property improvements	- 4 years straight line

Subsequent costs, including replacement parts are capitalised only when it is probable that such costs will generate future economic benefits. Any replaced parts or remaining carrying amounts are then derecognised. All other costs of repairs and maintenance are charged to the Statement of Financial Activities as incurred.

Intangible assets

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following bases:

CRM System	- 25% straight line
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DURHAM COMMUNITY ACTION LIMITED

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2018

1. ACCOUNTING POLICIES (continued)

Fixed Asset Investments

Fixed asset investments are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

Interests in subsidiaries are assessed for impairment at each reporting date. Any impairment losses or reversals of impairment losses are recognised immediately in income or expenditure.

Retirement benefits

The charity operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the charitable company. The amount charged to the Statement of Financial Activities is the contributions payable in the year. Differences between contributions payable in the year and actually paid are shown as either prepayments or accruals.

Leases

An asset and corresponding liability are recognised for leasing agreements that transfer to the charity substantially all of the risks and rewards incidental to ownership ('Financial Leases'). All other leases are operating leases.

Operating leases – the charity as a lessee

The charity classified the lease of properties and equipment as operating leases. Rental charges are charged to the Statement of Financial Activities on a straight line basis over the period of the lease. Rent free periods or other incentives received for entering into an operating lease are accounted for as a reduction to the expense and are recognised, on a straight line basis over the lease term.

Financial Instruments

The charity has elected to apply the provisions of Section 11 "Basic Financial Instruments of FRS102, in full to all of its financial instruments. All of the charities financial assets and financial liabilities qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors

Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and cash in hand includes cash held at bank and cash in hand.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of all funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless these costs are required to be capitalised as an intangible or tangible fixed asset.

Certain employees are entitled to carry forward unused holiday entitlement at the reporting date. The cost of any unused entitlement is recognised in the period in which the employee's services are required.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

DURHAM COMMUNITY ACTION LIMITED

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2018

1. ACCOUNTING POLICIES (continued)

Critical accounting estimates and areas of judgment

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectation of future events that are believed to be reasonable under circumstances.

Critical accounting estimates and assumptions

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

Critical areas of judgement

- In categorising leases as finance leases or operating leases, the Trustees make judgements as to whether significant risks and rewards or ownership have transferred to the charity as lessee.
- In recognising income from projects, the Trustees make judgements as to whether the conditions of income have been met.

2. TAXATION

The company is a registered charity and is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or s256 of the Taxable Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

3. INCOME FROM DONATIONS AND LEGACIES

	2018 Restricted £	2018 Unrestricted £	2018 £	2017 £
Donations	95	-	95	66
	<u>95</u>	<u>-</u>	<u>95</u>	<u>66</u>

Donations in the year to 31 March 2018 include £95 (2017: £nil) of restricted income.

DURHAM COMMUNITY ACTION LIMITED

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2018

4. INCOME FROM CHARITABLE ACTIVITIES

GRANTS RECEIVABLE:

	Unrestricted Core £	Restricted Support & Advisory £	Restricted Community Development £	2018 £	2017 £
Unrestricted					
ACRE	50,045	-	-	50,045	53,775
Restricted					
Bishop Auckland Town Council	-	-	4,458	4,458	3,727
Durham County Council	-	112,443	37,360	149,803	315,378
Durham Police, Crime and Victims Commissioner	-	10,000	-	10,000	-
NHS North Durham Clinical Commissioning	-	47,500	1,600	49,100	58,562
County Durham and Darlington Foundation Trust	-	-	131,158	131,158	139,527
County Durham Community Foundation	-	-	8,927	8,927	30,000
Tudor Trust	-	-	7,691	7,691	-
Esmée Fairbairn Foundation	-	53,513	-	53,513	7,050
Visit County Durham	-	4,755	-	4,755	-
West Rainton Parish Council	-	-	2,775	2,775	2,775
People's Health Trust	-	-	-	-	3,350
Big Lottery Fund (Power to Change)	-	-	10,558	10,558	-
Northstar Ventures	-	15,500	-	15,500	-
Big Lottery Fund/European Social Fund (ROAD)	-	82,664	-	82,664	-
Other	-	9,284	1,238	10,522	16,993
TOTAL	50,045	335,659	205,765	591,469	631,137
2017 total	53,775	320,150	257,212	631,137	

5. INCOME FROM OTHER TRADING ACTIVITIES

UNRESTRICTED:	2018 £	2017 £
Insurance income	3,660	6,654
Other	23,059	10,745
	26,719	17,399

DURHAM COMMUNITY ACTION LIMITED

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2018

6. INCOME FROM INVESTMENTS

	2018	2017
	£	£
Unrestricted - Bank interest receivable	828	2,151

7. EXPENDITURE ON CHARITABLE ACTIVITIES

	Core	Support & Advisory	Community Development	2018	2017
	£	£	£	£	£
Staff costs	93,985	330,245	167,568	591,798	532,266
Consultancy	6,390	-	6,111	12,501	1,057
Meeting expenses	6,547	5,148	7,891	19,586	8,240
Grants to small community groups	-	-	12,919	12,919	1,700
Support costs	34,110	42,239	49,775	126,124	114,941
TOTAL	141,032	377,632	244,264	762,928	658,204
2017 total	21,690	358,689	277,825	658,204	

Expenditure in the year to 31 March 2018 included £618,732 (2017: £636,514) of restricted expenses.

SUPPORT COSTS

	2018	2017
	£	£
Marketing and promotion	6,498	315
Cleaning and welfare	5,042	4,923
Electricity and gas	4,966	6,024
Repairs and renewals	1,421	1,278
Insurance	4,761	5,382
Rents payable	27,110	26,274
Water	1,078	990
Travel costs	16,647	14,821
Staff training	7,929	414
Printing postage and telephone	9,054	10,594
Computer costs	4,038	14,176
Publications and subscriptions	1,490	8,523
Depreciation	11,621	4,592
Bank charges	46	20
Sundries	2,733	4,295
Governance costs (see below)	21,690	12,320
	126,124	114,941

GOVERNANCE COSTS

	2018	2017
	£	£
Staff costs	8,728	1,225
Audit & accountancy fees	4,690	4,700
Legal fees	7,808	5,757
Trustees expenses	464	638
	21,690	12,320

DURHAM COMMUNITY ACTION LIMITED

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2018

8. STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL

Trustees' emoluments

None of the Trustees received any remuneration during the period, other than the expenses below. There were no related party transactions with Trustees during the period.

The aggregate amount of travelling and subsistence expenses reimbursed to the Trustees during the year was £nil (2017: £nil). The number of persons reimbursed was nil (2017: nil).

Employees' emoluments

	2018 £	2017 £
Wages and salaries	525,527	478,485
Social security costs	45,121	40,203
Other pension costs	23,765	14,803
Restructuring costs	6,133	-
	<u>600,546</u>	<u>533,491</u>

Staff restructuring costs comprise redundancy payments of £6,113 (2017: £nil)

No employee earned in excess of £60,000 during the year.

Number of employees:

The average number of staff employed by the charity (excluding Trustees) during the financial year was:

	2018 FTE	2017 FTE	2018 No.	2017 No.
Executive Director	1	1	1	1
Field workers	15	16	19	19
Administration	3	3	3	3
	<u>19</u>	<u>20</u>	<u>23</u>	<u>23</u>

Key management personnel

The key management of the charity comprise the Executive Director, the Head of Business & Finance and the Head of Community Services. Total employee benefits of the key management personnel for the year were £133,926 (2017: £133,943).

9. NET OUTGOING RESOURCES

Net incoming/ (outgoing) resources are stated after charging:

	2018 £	2017 £
Fees paid to RSM - independent examination	2,850	2,600
- accountancy services	1,100	1,100
Operating lease rentals - land and buildings	27,110	26,274
- other	3,255	4,296
Depreciation of tangible fixed assets	<u>11,621</u>	<u>4,592</u>

DURHAM COMMUNITY ACTION LIMITED

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2018

10. TANGIBLE AND INTANGIBLE FIXED ASSETS

	Tangible assets		Intangible assets	
	Fixtures, fittings and equipment £	Leasehold property improvements £	CRM system assets £	Total £
COST				
At 1 April 2017	52,738	9,539	18,000	80,277
Additions	217	-	-	217
At 31 March 2018	52,955	9,539	18,000	80,494
DEPRECIATION				
At 1 April 2017	33,886	1,789	-	35,675
Charge for the year 1	4,736	2,385	4,500	11,621
At 31 March 2018	38,622	4,174	4,500	47,296
NET BOOK VALUE				
At 31 March 2018	14,333	5,365	13,500	33,198
At 31 March 2017	18,852	7,750	18,000	44,602

All tangible and intangible fixed assets are held for charitable purposes.

11. FIXED ASSETS INVESTMENTS

	Subsidiary Undertaking £
MARKET VALUE	
At 1 April 2017	-
Acquisitions at cost	100
At 31 March 2018	100
HISTORICAL COST	
At 31 March 2018	100
At 31 March 2017	-

Details of the charity's subsidiary undertaking at 31 March 2018 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held
Food Durham Trading Limited (10885643)	8 St Stephens Court, Low Willington, Crook, County Durham, DL15 0BF	Local food supply projects	Ordinary	100

DURHAM COMMUNITY ACTION LIMITED

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2018

11. FIXED ASSETS INVESTMENTS (continued)

The aggregate amount of capital and reserves and the result of the subsidiary undertaking were as follows:

	Capital and reserves	Profit/(loss) for the year
Food Durham Trading Limited (10885643)	2,100	-

Food Durham Trading Limited was incorporated on 26 July 2017. The company is wholly owned by the charity, but has not been consolidated on the grounds that the inclusion of the subsidiary undertaking is not material.

12. DEBTORS

	2018 £	2017 £
Prepayments & accrued income	69,264	35,950
Amounts owed by group undertakings	2,000	-
	<u>71,264</u>	<u>35,950</u>

13. CREDITORS: Amounts falling due within one year

	2018 £	2017 £
Accruals and deferred income (note 15)	132,141	57,342
Taxes and social security	2,273	2,908
Other creditors	268	268
	<u>134,682</u>	<u>60,518</u>

Included within accruals of £132,141 is deferred income of £117,841 (2017: £47,342) relating to project income received in advance of entitlement.

14. FINANCIAL INSTRUMENTS

	2018 £	2017 £
Carrying amount of financial assets		
Debt instruments measured at amortised cost	<u>65,185</u>	<u>31,491</u>
Carrying amount of financial liabilities		
Measured at amortised cost	<u>14,569</u>	<u>10,268</u>

15. DEFERRED INCOME

	2018 £	2017 £
Balance at 1 April	47,342	49,273
Amounts released to incoming resources	(47,342)	(49,273)
Amounts deferred in the year	<u>117,841</u>	<u>47,342</u>
Balance at 31 March	<u>117,841</u>	<u>47,342</u>

DURHAM COMMUNITY ACTION LIMITED

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2018

Income has been deferred as it was received in advance of entitlement. It is expected to be recognised within the next financial year, upon budgeted expenditure being incurred and contract milestones met.

16. CHARITY FUNDS

ANALYSIS OF FUND MOVEMENTS 2018

UNRESTRICTED FUNDS

	Balance at 1 Apr 2017	Incoming	Outgoing	Transfers	Balance at 31 Mar 2018
	£	£	£	£	£
General funds	338,985	77,592	(141,032)	-	275,545
	<u>338,985</u>	<u>77,592</u>	<u>(141,032)</u>	<u>-</u>	<u>275,545</u>

RESTRICTED FUNDS

	Balance at 1 Apr 2017	Incoming	Outgoing	Transfers	Balance at 31 Mar 2018
	£	£	£	£	£
RuCANNE	1,616	-	(1,249)	-	367
Hallmark Scheme	396	-	(91)	-	305
County Durham Food Partnership	4,031	-	-	-	4,031
Weardale Community Buildings Improvements	3,164	-	(3,164)	-	-
Durham County Council Infrastructure	54,381	110,000	(164,381)	-	-
County Durham Food Needs Assessment	7,200	-	-	-	7,200
Fuel Poverty Fund	18,634	-	-	-	18,634
NDCCG Patient Reference Group	9,656	-	(9,656)	-	-
Neighbourhoods Networks	2,250	-	(2,250)	-	-
Wellbeing for Life	-	131,158	(129,290)	-	1,868
Community Growing Project	16,783	16,007	(31,896)	-	894
County Durham Volunteering Celebration	479	4,798	(5,263)	-	14
Community Growing Development Fund	1,986	197	587	-	2,770
Bishop Auckland Town Plan	3,756	4,458	(3,756)	-	4,458
West Rainton Parish Plan	2,579	2,775	(5,354)	-	-
Reaching Out Across Durham (ROAD)	2,629	82,664	(84,216)	-	1,077
Better Health Programme	-	1,600	(1,600)	-	-
Durham Local Food Hub	(9,737)	58,268	(47,770)	-	761
Durham Works	(243)	12,443	(12,200)	-	-
Healthy Communities	-	8,927	(11,660)	-	(2,733)
Sugar Smart Campaign	-	3,136	(3,136)	-	-
Big Lottery Fund (Power to Change)	-	10,558	(10,471)	-	87
St Johns Hall Community Development Project	-	10,471	(10,502)	-	(31)
Delves Lane Community Development Project	-	14,991	(14,991)	-	-
Crook Hall Community Development Project	-	3,020	(3,020)	-	-
Connecting Communities	-	600	(600)	-	-
Burnhope Capacity Building	-	-	(38)	-	(38)
Voluntary & Community Sector Engagement	-	47,500	(47,500)	-	-
Community Learning	-	2,448	(2,929)	-	(481)
Northstar Ventures Fresh Ideas	-	15,500	(15,500)	-	-
	<u>119,560</u>	<u>541,519</u>	<u>(621,896)</u>	<u>-</u>	<u>39,183</u>
TOTAL FUNDS	<u>458,545</u>	<u>619,111</u>	<u>(762,928)</u>	<u>-</u>	<u>314,728</u>

DURHAM COMMUNITY ACTION LIMITED

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2018

16. CHARITY FUNDS (continued)

ANALYSIS OF FUND MOVEMENTS 2017

UNRESTRICTED FUNDS

	Balance at 1 Apr 2016 £	Incoming £	Outgoing £	Transfers £	Balance at 31 Mar 2017 £
General funds	278,227	73,331	(21,690)	9,117	338,985
	<u>278,227</u>	<u>73,331</u>	<u>(21,690)</u>	<u>9,117</u>	<u>338,985</u>

RESTRICTED FUNDS

	Balance at 1 Apr 2016 £	Incoming £	Outgoing £	Transfers £	Balance at 31 Mar 2017 £
RuCANNE	2,561	-	(945)	-	1,616
Hallmark Scheme	419	-	(23)	-	396
Calor FREE	124	-	-	(124)	-
County Durham Food Partnership	8,820	-	(4,806)	17	4,031
Weardale Community Buildings Improvements	3,164	-	-	-	3,164
Weardale Community Buildings Training	(3,332)	-	-	3,332	-
Durham County Council Infrastructure	47,819	60,000	(53,438)	-	54,381
County Durham Food Needs Assessment	7,200	-	-	-	7,200
Fuel Poverty Fund	21,168	-	(3,491)	957	18,634
NDCCG Community Engagement Project	30,324	48,962	(75,586)	(3,700)	-
NDCCG Patient Reference Group	4,624	6,000	(955)	(13)	9,656
Neighbourhoods Networks	4,994	-	(2,744)	-	2,250
Wellbeing for Life	21,502	139,527	(145,699)	(15,330)	-
Transition Funding	20,757	249,750	(270,507)	-	-
Community Growing Project	9,810	35,545	(35,067)	6,495	16,783
Local Food Feasibility Study	251	-	-	(251)	-
County Durham Volunteering Celebration	979	-	-	(500)	479
Community Growing Development Fund	3,215	143	(1,372)	-	1,986
Big Energy Savings Network	94	-	(94)	-	-
Byers Green, Binchester and Newfield Economic Plan	2,649	-	(2,649)	-	-
Bishop Auckland Town Plan	627	3,727	(598)	-	3,756
People's Health Trust – Active Communities Project	-	3,350	(3,350)	-	-
West Rainton Parish Plan	-	2,775	(196)	-	2,579
Reaching Out Across Durham (ROAD)	-	16,993	(14,364)	-	2,629
Better Health Programme	-	3,600	(3,600)	-	-
Durham Local Food Hub	-	7,050	(16,787)	-	(9,737)
Durham Works	-	-	(243)	-	(243)
	<u>187,769</u>	<u>577,422</u>	<u>(636,514)</u>	<u>(9,117)</u>	<u>119,560</u>
TOTAL FUNDS	465,996	650,753	(658,204)	-	458,545

DURHAM COMMUNITY ACTION LIMITED

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2018

16. CHARITY FUNDS (continued)

Unrestricted Funds

General Funds

'Free reserves' available to spend on charitable objectives

Restricted Funds

Comprises income to be used for specific projects. Restricted funds may have negative balances at the year-end if a claim for funding is due to be submitted but staff costs have occurred constantly throughout a project.

Name of fund	Description, nature and purpose of the fund
RuCANNE / ACRE Greater Northern Group	Developing the network of Rural Community Councils in the north-east and secretariat for the Greater Northern Group of RCC's.
Hallmark Scheme	Promoting the delivery of effective and well-managed village halls through a quality standards scheme which is backed up by a system of peer 'visitors'.
Weardale Community Buildings Improvements	Provision of specialist training support for Community Buildings operating within the Weardale area of County Durham.
County Durham Food Needs Assessment	Undertaking a food and health needs assessment in County Durham.
Fuel Poverty Fund	Earmarked to support future work on fuel poverty related initiatives in County Durham.
Wellbeing for Life	A consortium based holistic approach to healthy living and wellbeing in communities. This is underpinned by a community development approach which is led by Durham Community Action.
Community Growing Project	Creating a network of new and diverse community growing schemes that will help to improve access to fresh vegetables, herbs and fruit. Supported by the Tudor Trust, County Durham Community Foundation, and Durham County Council (Derwent Valley and Durham City Area Action Partnerships)
County Durham Volunteering Celebration	Annual event funded by corporate sponsorship that recognises the achievements of volunteers, and the value of volunteering across County Durham.
Community Growing Development Fund	Development fund to support the community growing schemes project.
Bishop Auckland Town Plan	Supporting the development of a community led Parish Plan' covering the Bishop Auckland Town Council area.
West Rainton Parish Plan	Supporting the development of a community led 'Parish Plan' covering the West Rainton & Leamside Parish Council area.
Reaching Out Across Durham	Reaching Out Across Durham (ROAD) is a social-inclusion programme, funded by the European Social Fund and the National Lottery, through the Big Lottery Fund. It is designed to help residents of County Durham who are out of work and aged 25 and above to overcome barriers to employment.

DURHAM COMMUNITY ACTION LIMITED

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2018

Durham Local Food Hub	Helping to build a more efficient and resilient local food supply chain by linking local producers with businesses wanting to buy local food (hotels, restaurants, cafes etc.). Funded by the Esmee Fairbairn Foundation.
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16. CHARITY FUNDS (continued)

Healthy Communities – Gilesgate Edible Estates	Funded by County Durham Community Foundation, aiming to engage families and community members in healthy activities e.g. growing some of their own food, taking part in physical activity, sharing knowledge and ideas, build employability skills, exploring outdoor space and making new connections.
Burnhope Capacity Building	Helping to build community capacity by equipping local volunteers with the skills and resources to manage the new Burnhope Community Centre that is due to open in June 2018.
Community Learning	Delivered in partnership with Stanley Events, is building community capacity by deliver a range of EU funded accredited and non-accredited vocational training courses.
Northstar Ventures Fresh Ideas Fund	Fund to assist DCA with staffing and professional fees to support the development of DCA's new trading subsidiary, Food Durham Trading Limited.

Transfers

Funds are transferred where agreed with the funding provider, or once projects are complete and funds are not clawed back.

17. ANALYSIS OF NET ASSETS 2018

	Tangible Fixed Assets	Net Current Assets	Total 2018
	£	£	£
Unrestricted funds	33,298	242,247	275,545
Restricted funds	-	39,183	39,183
	33,298	281,430	314,728

ANALYSIS OF NET ASSETS 2017

	Tangible Fixed Assets	Net Current Assets	Total 2017
	£	£	£
Unrestricted funds	44,602	294,383	338,985
Restricted funds	-	119,560	119,560
	44,602	413,943	458,545

18. RETIREMENT BENEFITS

Durham Community Action participates in The Pension Trust's Flexible Retirement Plan, a defined contribution scheme. The Plan is funded and contracted out of the state scheme.

The assets of the scheme are held separately from those of the charity in an independently administered fund. The contributions payable by the charity expensed to income and expenditure

DURHAM COMMUNITY ACTION LIMITED

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2018

amounted to £17,670 (2017: £14,803) Contributions totalling £Nil (2017: £268) were payable to the fund at the year end and are included in creditors.

19. COMMITMENTS UNDER OPERATING LEASES

The charity as lessee:

At 31 March 2018 the charity had total future minimum lease payments under non-cancellable operating leases as set out below:

	Land and Buildings		Other	
	2018	2017	2018	2017
	£	£	£	£
Amounts due				
Within 1 year	20,292	20,292	1,696	4,296
Between 2 to 5 years	6,764	27,056	-	846
	<u>27,056</u>	<u>47,348</u>	<u>1,696</u>	<u>5,142</u>

Leases related primarily to the charity's office buildings and office equipment.

19. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FROM OPERATING ACTIVITIES

	2018 £	2017 £
Net movement in funds	(143,817)	(7,451)
	<u>(143,817)</u>	<u>(7,451)</u>
Add back depreciation	11,621	4,592
Deduct interest receivable	(919)	(2,151)
(Decrease) / Increase in debtors	(35,314)	28,032
Increase / (Decrease) in creditors	<u>74,164</u>	<u>(18,070)</u>
Net cash generated/(used) in operating activities	<u>(94,265)</u>	<u>4,952</u>

20. LEGAL STATUS OF THE CHARITY

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10.

DURHAM COMMUNITY ACTION LIMITED

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2018

Durham Local Food Hub	Helping to build a more efficient and resilient local food supply chain by linking local producers with businesses wanting to buy local food (hotels, restaurants, cafes etc.). Funded by the Esmee Fairbairn Foundation.
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Unrestricted funds	44,602	294,383	338,985
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DURHAM COMMUNITY ACTION LIMITED

NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2018

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	<u>27,056</u>	<u>47,348</u>	<u>1,696</u>	<u>5,142</u>

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(Decrease) / Increase in debtors	(35,314)	28,032
Increase / (Decrease) in creditors	<u>74,164</u>	<u>(18,070)</u>
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