

Charity Registration No. 1094905

Company Registration No. 3387617 (England and Wales)

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

TRUSTEES' REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2016

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees

G Amy (Chair)
G Bishop (Deputy Chair)
M Aguilar (co-opted)
J Bell
P Carcas
J Cornish (co-opted)
P C Foote
H Macaulay (Treasurer)
J Millward
S Williams

Chief Executive Officer

P Shimmin

Charity number

1094905

Company number

3387617

Principal address and registered office

Denton Island Community Centre
Denton Island
Newhaven
East Sussex
BN9 9BA

Auditors

Russell New Limited
The Courtyard
Shoreham Road
Upper Beeding
Steyning
West Sussex
BN44 3TN

Bankers

HSBC
3 Sutton Park Road
Seaford
East Sussex
BN25 1QY

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

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SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2016

The trustees present their report and accounts for the year ended 31 March 2016.

The accounts have been prepared in accordance with the accounting policies set out in note 2 to the accounts and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice (Charities SORP (FRS 102) effective 1 January 2015).

1. Structure, governance and management

SCDA is an independent registered charity, company limited by guarantee and a development trust delivering a range of projects to meet the needs of the community across East Sussex.

SCDA is a membership organisation of voluntary and community groups– currently we have 67 member groups.

The Board of up to 12 volunteer trustees is elected from individuals nominated by the member groups or co-opted for specific skills to oversee our activities.

The Trustees have delegated the day to day management of the charity to the Chief Executive Officer. Five work streams each have a Programme Manager who participate with the Director of Services, Finance and Infrastructure Director and HR Director in the Senior Management team. Projects also benefit from advisory 'Steering Groups' made up of local partner organisations and users.

The trustees, who are also the directors for the purpose of company law, and who served during the year were:

Graham Amy (Chair)

Helen Macaulay (Treasurer)

George Bishop (Deputy Chair)

Peter Foote

Maria Aguilar

John Bell

Peter Carcas

John Cornish

Julie Millward

Sean Williams

None of the trustees has any beneficial interest in the company.

2. Risk

SCDA's Board of Trustees regularly reviews different aspects of the potential risks to the charity and take steps to minimise the likelihood of risk factors actually occurring and to minimise their effects should any occur.

Risk is managed through a Risk Management Policy which includes the maintenance of a risk register which identifies and rates SCDA-wide and project specific risks and appropriate mitigation strategies. The risk register is reviewed by the Board annually.

The charity faces the following types of risk:

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TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

2.1 Financial sustainability

SCDA receives funding from a variety of different sources. The grants and contracts are for varying periods and amounts and, like any charity, it requires constant work to maintain the required jigsaw of income to pursue SCDA's charitable aims. SCDA works to mitigate the risks of short term funding through social enterprise, the development of an income-generating asset base, the development of best practice models of service delivery, contracting, continuous cycle of fundraising and by avoidance of overdependence on any single funder. SCDA are aware of the need for contingency planning to ensure resilience in a period of economic constraint. However, having no expectation of statutory core funding has minimised the vulnerability of SCDA to statutory grant funding cuts. The Board, Finance, Audit and Risk Sub Committee, the Senior Management Team and Programme Management all address financial sustainability on a regular basis.

2.2 Compliance

2.2.1 Finance systems

SCDA has a very flat management structure with a small finance team, led by a Finance and Infrastructure Director. SCDA works to mitigate risks through the operation of effective finance and reporting systems to the Board; Finance, Audit and Risk Subcommittee, the Senior Management Team and Programme Managers; annual budgets in each project area and the involvement of Programme Managers in budgetary control. The basis of reporting is a rolling full year forecast that is updated monthly with analysis of variances from the annual board approved budget.

2.2.2 Health and Safety

SCDA is responsible for the operation of a broad range of projects which require vigilance to meet the needs of staff and the predominantly vulnerable client group. A comprehensive overarching summary risk assessment across all activities is carried out annually with half yearly reviews. The Health and Safety risks of each project area are reviewed on a quarterly basis with additional risk assessments for all new activities, premises and work stations. Each project area has a Health and Safety representative who is trained, conducts risk assessments and attends quarterly Health and Safety meetings. SCDA operates clear lone working policies, particularly important for outreach service delivery. There is a rolling programme of compliance training for all staff and volunteers, which includes First Aid and Safe Lifting & Handling. All project areas work to methods and procedures including dealing with critical incidents with appropriate procedures for each professional area.

2.2.3 Child protection and adult safeguarding

Enhanced DBS checks are carried out for all staff, volunteers and Trustees. All checks are kept on file. DBS checks are renewed every 3 years. All staff and volunteers are trained in safeguarding, child protection and working with vulnerable Adults and in SCDA policies and procedures. Policies and procedures are regularly reviewed to ensure statutory compliance and best practice.

2.2.4 Data protection

SCDA policy and procedures address compliance with data protection requirements, including training for staff and regular staff briefings.

2.3 Human resource management

SCDA employs across a wide skill base and experiences fluctuations across that range in the potential to recruit appropriately experienced and qualified staff and volunteers. To mitigate this SCDA employs a MCIPD qualified HR Director with 18 years' experience supported by 2 qualified and experienced HR professionals and drawing on specialist HR expertise within the Board when appropriate. SCDA is a significant employer with a large

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TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

number of part time and sessional staff as well as a significant number of volunteers. The development of current operations has included significant levels of TUPE. There is an annual review of policies and procedures contained in the staff handbook and updates are approved by the Board. Line managers exercise a standard process of staff and volunteer supervision and appraisal which additionally identifies training needs for personal development and for compliance. SCDA compliance and development training is coordinated by the HR Director. The HR & Governance sub committee meets regularly reporting to the full Board, working to the realisation of the SCDA People Plan. All staff are given induction and access to training. Succession planning is in place for all senior posts, particularly with the development of a robust Senior Management team and Programme Manager team. A rolling programme of review of all job descriptions ensures they accurately reflect job roles with benchmarking of salaries and systematic job evaluations. All posts are appointed within the SCDA established pay banding system.

2.4 Impact

2.4.1 Quality assurance

SCDA obtains appropriate external quality assurance for each of its project areas. SCDA achieved IAG Matrix re-accreditation for all services in January 2016. The nursery and crèche provision is registered with and inspected by Ofsted with an Outstanding judgement in 2013. SCDA supports ESCC in the Ofsted inspection of the Children's Centre provision with a Good judgement. SCDA.

Counselling services are registered to BACP standards. The quarterly meeting of the Continuous Quality Improvement staff group coordinates quality assurance including actions to assess impact of services.

2.4.2 Impact assessment

The SCDA board receives regular reports on the impact of service delivery across all programme areas. SCDA works with a number of academic institutions on research to assess and validate impact of services. A database is currently being developed to improve SCDA capacity to record impact measures.

2.5 Reputation

2.5.1 Community relations

SCDA works within local communities across the county and also across communities of interest. Each project area has a system for gathering user feedback and feeding that into project planning and delivery.

2.5.2 Partnership working

SCDA delivers a number of projects in partnership with other charitable, statutory and commercial organisations. Before partnering with any organisation SCDA ensures that the partner shares SCDA's commitment to quality and impact.

2.6 Governance

2.6.1 Board

SCDA Board builds on the skills available from within the membership nominations and co-opts to meet relevant skills. Clear recruitment procedures for new Board members, a comprehensive induction process, identification of skills gaps and the assessment and implementation of training for Board members has developed the Board skill base. Board members agree to a Code of Conduct to address potential conflicts of interest and loyalties. All Board members undertake an enhanced DBS check. Issues of governance are addressed through the HR and

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TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

Governance Subcommittee. Board meetings are held quarterly with reports generated through 3 Subcommittees: Finance, Audit and Risk; HR and Governance; Impact and Project Development. The Chair and Chief Executive attend all 3 Subcommittees to ensure integration.

2.6.2 Strategy

The overall direction of SCDA's activities is set and managed through a 3-year strategic planning cycle. The board reviews progress in delivering the strategy annually.

2.7 Business continuity

2.7.1 Premises

SCDA operates from 9 primary sites and delivers services in a range of outreach locations across East Sussex. SCDA mitigates risk through the operation of a business continuity policy.

2.7.2 IT

SCDA has robust policies to minimise the risk of unauthorised access to or loss of data stored electronically. All data is stored centrally in encrypted form on duplicated servers and is backed up daily. Management of the charity's IT systems is outsourced to a reputable managed IT support provider.

3. Objectives and activities

The Charity's objects are to promote for the public benefit regeneration in an area of social and economic deprivation particularly in Newhaven and surrounding areas, by

- a) the relief of poverty and unemployment;
- b) the advancement of education, training or retraining, and the provision of work experience; help with starting in business and the creation of training and employment opportunities;
- c) the maintenance, improvement or provision of public amenities;
- d) the preservation of buildings or sites of historic or architectural importance;
- e) the provision and development of recreational facilities for the public at large or those who by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances, have need of such facilities;
- f) the protection or conservation of the environment;
- g) the provision of public health facilities and childcare;
- h) the promotion of public safety and the prevention of crime.

4. SCDA's aims in 2015/16

'Making a difference in your community' through development of services which are:

- Driven by need -User and local community involvement to identify gaps in services; development of projects to meet community needs and meeting the needs of the most vulnerable in the community.
- Person centred – holistically meeting needs with integrated services.
- Aiming high - continuous quality improvement; evidencing individual and community impact; continuing innovation; and development of effective delivery models
- Building stronger, healthier and more inclusive communities - developing community assets including volunteers; developing individual and community learning and skills to meet current and future needs and support current and future change with resilience; and sustainable community-based initiatives including social enterprise.

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TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

- SCDA as the 'glue' - support effective partnerships between the voluntary, statutory and private sectors to address identified community needs.

SCDA currently works through 5 key programmes which address strategic priorities to improve Employability; Advice and Inclusion; Health and Well-being; Care and support; Community Development.

5. Achievements and performance

Employability

Delivering high quality information, advice and guidance to local people facing multiple barriers to employment. We support local businesses to recruit locally. We maintain best practice to the IAG/Matrix quality standard. Outreach work continues across Lewes District, Wealden and Eastbourne demonstrating the effectiveness of delivery to meet the needs of people vulnerable in the labour market and access to work, learning and volunteering opportunities.

Advice and Inclusion

Sompriti supports the needs of BME community members across East Sussex.

Safe from Harm supports high risk victims of anti-social behaviour, targeted harassment and hate crime.

Advice and information coordinates services to ensure local and timely access to quality assured, free information and advice across East Sussex, particularly addressing the impact of Welfare Reform.

Health and Well-being

Healthy Lifestyles includes food and healthy eating, increasing physical activity and the running community café, community kitchen and foodbank.

Raising awareness about the benefits of access to green and blue open spaces to all sections of the community. Encouraging growing food for health and community gardens

Well-being services work to support individuals to create positive change to their mental well-being through activities and non-stigmatised access to therapeutic services including counselling, self help and support suicidal clients and people bereaved by suicide.

Care and support

Developing person-centred support for older people and enabling older people to maintain fulfilled and independent lives in the community. Delivery of day services in 3 day centres including community kitchens.

Community development

Denton Island Nursery continues to provide high quality childcare for children under 5 and supports parents in their child's early learning.

Family Inclusion engages families in the most deprived areas of East Sussex and supports a broad range of activities for parents and children under 8. We support parenting and encourage quality play and learning for children and their parents.

Work with Young People aged 8 to 18, delivering information and advice through Drop In and a range of youth activities across the Havens and Lewes.

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TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

SCDA maintains support for local community action and the development of community assets particularly working in Newhaven, Hailsham and Eastbourne.

In setting our objectives and planning our activities SCDA trustees have given careful consideration to the Charity Commission general guidance on public benefit.

The Management Report appended to these accounts shows the amounts spent on different activity areas during the year.

Further details of all SCDA projects and services are contained within the SCDA Annual Report 2015/2016.

6. Financial Review

As always, the SCDA Trustees, on behalf of the people who access SCDA services, are most grateful to the funders and contract clients who have supported SCDA's work during this last and previous years.

Total incoming resources in the year were £3,531,905, an increase over the previous year of 2.5%. These include the donation by Lewes District Council of the extension works carried out in the year on the Denton Island Community Centre valued at £229,825. The prior year's total incoming resources of £3,445,538 included the transfer on 31 March 2015 by sister charity the Hailsham Trust of net assets with a value of £521,974, principally comprising a freehold property in Hailsham. Excluding both these items total incoming resources increased by 13%. Total resources expended increased by 20% to £3,488,744 reflecting an increased level of activity across all SCDA's programme areas.

The Operating Position

Unrestricted income from charitable resources increased by £509,540 compared to 2014/15 reflecting the continuing growth in contract funding. Nursery fees and room hire income were temporarily impacted by the Denton Island Community Centre extension works, but these activities will benefit from the increased capacity in the future.

Restricted income including donations, fell by £146,684 but the £310,228 received allowed us to continue activities in Advice and Inclusion, Community Action, Open Spaces, Employability, Youth Clubs and Sports, and Family Learning whilst also enabling us to establish Sexual Abuse Counselling services in the Havens area. A small restricted grant enabled us to collate and publish the poems and observations from our daycare clients in Lewes and our older people club in Hailsham. Further funding has developed our community kitchen in the newly extended Denton Island Community Centre.

The designated funds for database development of £35,000 received in 2013-14 were utilised in the year.

The surpluses generated on some project areas have been reinvested in those areas which cannot generate sufficient funding to cover all costs but provide important services to the community. The Trustees recognise the importance of maintaining these projects, which bring benefits to those people in need and allow access to other services within the Charity.

Reserves

Restricted funds can only be spent in accordance with mutual agreements with funders. However, Trustees can use the Charity's 'free reserves' as they see fit, as long as this is in furtherance of the charity's objects as registered with the Charity Commission. As a charity whose operations are focused on the more deprived parts of East Sussex, SCDA has little call on individual donations of cash, although a significant amount of support is

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TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

given in the form of people's generous contribution as volunteers. As a result, the Trustees especially value the potential of free reserves to initiate or give on-going support to SCDA services in response to need, even when available funding is insufficient.

The balance on the loan which financed part of the original Denton Island Community Centre construction currently stands at £35,473. The Trustees plan to use annual income to pay the loan instalments over the term of the loan. If the loan is paid from new income, SCDA has free reserves of £120,354 at 31st March 2016. If the loan commitment is taken out of unrestricted funds (the assumption made in these accounts), the free reserve level at 31st March 2016 was £84,881.

The figures below show how these figures were calculated:

1. Calculation of free reserves assuming loan is already repaid from existing funds

Total unrestricted funds	£1,067,306
Of which: Unrestricted fixed assets	£982,425
Free reserves	£84,881

2. Calculation of free reserves assuming loan to be funded from revenue

Free reserves as above	£84,881
Loan	£35,473
	£120,354

The Trustees monitor closely the sustainability of the charity's operations and are committed to increasing the level of free reserves.

7. Plans for the future

SCDA 3 Year Strategic Plan 2015-18 is reviewed annually. The Board aims to contribute positively to the quality of life of local people, developing community assets and maintain and develop the delivery of services to create healthy and sustainable communities. They aim to develop the distinctive contribution of SCDA by developing emphasis on the quality of provision; community links and user involvement; sustainability through social enterprise and development of distinct delivery models; integrated working internally to address multiple issues; effective partnership working externally; assessment of impact and the difference SCDA services are making through the co-production of impact measures, individual action plans, community impact, independent evaluations and economic evaluation.

SCDA aims to develop and maintain its work in the 5 key priority programme areas and develop services to meet the needs of the most vulnerable in the community. This work is underpinned by strategic cross cutting themes:

- Social prescribing: access to the range of services which address the wider determinants of individual and community health and well-being.
- Developing community assets: volunteering, developing community and individual skills and capacity to address future challenges with resilience.
- Project sustainability: development of models of effective practice, assessing impact and social enterprise.
- Measuring impact.

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

SCDA is a development trust, a community led and community owned organisation, which works as a 'community anchor' – delivering services and facilities, finding solutions to local problems and helping other organisations and initiatives success. SCDA is independent but works with the public sector, private businesses and other community groups. SCDA aims to use self-help, trading for social purpose and development of individual and community assets to bring long term social, economic and environmental benefits to the community.

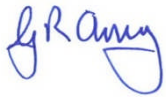
8. Disclosure of information to auditors

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

9. Auditors

A resolution will be put to the Annual General meeting on process to appoint auditors for the year ending 31st March 2016.

Signed on behalf of the Board of Trustees by:



Graham Amy Chair
12th November 2016



Peter Foote Trustee
12th November 2016

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees, who are also the directors of Sussex Community Development Association Limited for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, 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; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

We have audited the accounts of Sussex Community Development Association Limited for the year ended 31 March 2016 set out on pages 12 to 26. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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

Respective responsibilities of trustees and auditors

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of Sussex Community Development Association Limited for the purposes of company law, are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view.

We have been appointed under the Companies Act 2006 and report in accordance with that act.

Our responsibility is to audit and express an opinion on the accounts in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the accounts

An audit involves obtaining evidence about the amounts and disclosures in the accounts sufficient to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited accounts and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on accounts

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

INDEPENDENT AUDITORS' REPORT (CONTINUED)

TO THE MEMBERS OF SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Report for the financial year for which the accounts are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the accounts are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the Small Companies regime.



Mr Mark Cummins FCCA (Senior Statutory Auditor)

for and on behalf of Russell New Limited

Statutory Auditors

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

Dated: 12 November 2016

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME & EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 MARCH 2016

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2016 £	Total 2015 £
<u>Income</u>						
Donations and legacies	3	266,157	-	-	266,157	544,619
Income from investments		626	-	-	626	840
		<u>266,783</u>	<u>-</u>	<u>-</u>	<u>266,783</u>	<u>545,459</u>
Income from charitable activities						
Development of East Sussex	4	2,954,894	-	310,228	3,265,122	2,900,079
Total income		<u>3,221,677</u>	<u>-</u>	<u>310,228</u>	<u>3,531,905</u>	<u>3,445,538</u>
<u>Expenditure</u>						
Expenditure on charitable activities						
Development of East Sussex	5	3,089,818	35,000	363,926	3,488,744	2,913,506
Total expenditure		<u>3,089,818</u>	<u>35,000</u>	<u>363,926</u>	<u>3,488,744</u>	<u>2,913,506</u>
Net income/(expenditure) and net movement in funds for the year		<u>131,859</u>	<u>(35,000)</u>	<u>(53,698)</u>	<u>43,161</u>	<u>532,032</u>
Reconciliation of funds						
Fund balances brought forward at 1 April 2015		935,447	35,000	389,384	1,359,831	827,799
Fund balances carried forward at 31 March 2016	16	<u>1,067,306</u>	<u>-</u>	<u>335,686</u>	<u>1,402,992</u>	<u>1,359,831</u>

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

All activities of the charity are classed as continuing. There are no recognised gains or losses other than those reported on the Statement of Financial Activities.

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

BALANCE SHEET

AS AT 31 MARCH 2016

	Notes	2016 £	£	2015 £	£
Fixed assets					
Tangible assets	9	1,297,985		1,073,632	
Current assets					
Debtors	10	297,995		303,464	
Short term deposits, cash at bank and in hand		125,346		389,887	
		<u>423,341</u>		<u>693,351</u>	
Creditors: amounts falling due within one year	11	<u>(293,979)</u>		<u>(370,995)</u>	
Net current assets			129,362		322,356
Total assets less current liabilities			1,427,347		1,395,988
Creditors: amounts falling due after more than one year	12		(24,355)		(36,157)
Total Net assets			1,402,992		1,359,831
The funds of the charity:					
Restricted funds	14	335,686		389,384	
Unrestricted funds:					
Designated funds	15	-		35,000	
Other charitable funds					
Unrestricted income funds	16	1,067,306		935,447	
Total charity funds			1,402,992		1,359,831

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies House 2006 and are for circulation to members of the Company.

The notes on pages 15 to 26 form part of these accounts.

The accounts were approved by the Board on

G Amy (Chair)
Trustee

H Macaulay
Trustee

Company Registration No. 3387617

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

CASH FLOW STATEMENT

AS AT 31 MARCH 2016

	Notes	2016 £	£	2015 £	£
Cash flows from operating activities:					
Net income/expenditure for the year		43,161		532,032	
Adjustments for:					
Depreciation charges	5	16,683		10,230	
Transfers/donations of assets	9	(229,824)		(451,757)	
Dividends, interest and rents from investments		(626)		(840)	
(Increase)/decrease in debtors	10	5,469		127,406	
(Increase)/decrease in creditors	11	(77,016)		27,503	
Net cash provided by/(used in) operating activities			(242,153)		244,574
Cash flows from investing activities:					
Dividends, interest and rents from investments		626		840	
Purchase of tangible assets	9	(11,212)		-	
Net cash provided by/(used in) investing activities			(10,586)		840
Cash flows from financing activities:					
Repayments of borrowing	12	(11,802)		(11,456)	
Net cash provided by/(used in) financing activities			(11,802)		(11,456)
Change in cash and cash equivalents in year			(264,541)		233,958
Cash and cash equivalents at the beginning of the year			389,887		155,929
Cash and cash equivalents at the end of the year			125,346		389,887

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2016

1 Statutory Information

The charity is a charitable company, limited by guarantee, registered in England and Wales. The registered office, company number and charity number are detailed in the Legal and Administrative Information.

2 Accounting policies

2.1 Basis of preparation

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 and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Sussex Community Development Association Ltd (“SCDA”) meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

2.2 Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts the trustees have considered whether in applying the accounting policies required by FRS102 and the Charities SORP FRS 102. No restatement of comparative items was required.

2.3 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether ‘capital’ grants or ‘revenue’ grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

2.4 Expenditure

Expenditure is included on an accruals basis with the irrecoverable element of Value Added Tax included within the item of expense to which it relates. Costs relating specifically to a particular activity are allocated directly, others are apportioned on a basis deemed appropriate by the Trustees upon consideration of the use of the resource.

Governance costs comprise those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets other than freehold land are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Leasehold property	125 years straight line over the term of the lease
Solar panels	20 years straight line
Youth shelters, Newhaven	25 years straight line

Green gym, Hailsham	5 years straight line
Fixtures, fittings & equipment	Between 25% and 100% straight line

2.6 Leasing and hire purchase commitments

Rentals payable under operating leases are charged against income on a straight line basis over the period of the lease.

2.7 Pensions

The charity operates a defined contributions pension scheme. Contributions are charged in the accounts as they become payable in accordance with the rules of the scheme.

Certain employees who transferred to SCDA from East Sussex County Council (ESCC) under the Transfer of Undertakings (Protection of Employment) Regulations 2006 are members of the Local Government Pension Scheme (LGPS). The LGPS is a multi-employer defined benefit scheme administered for the benefit of Local Authorities and other bodies and is managed in accordance with the Local Government Pension Scheme Regulations 1997 (as amended). Under its contract with ESCC, fixed pension contribution amounts were agreed for the transferred employees. Should SCDA be required by the LGPS to pay contributions in excess of these fixed amounts, the excess will be reimbursed to SCDA by ESCC.

In order to provide security for its obligations towards the LGPS SCDA has entered into a bond guaranteed by its bankers, HSBC Bank Plc, for a maximum amount of £426,000. The bond is secured on SCDA's properties.

2.8 Legal status

Sussex Community Development Association Ltd is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

2.9 Accumulated funds

Restricted Funds - these are funds donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Unrestricted funds - these are funds which are available for use at the trustees' discretion in furtherance of the objectives of the charity.

Designated funds - these are funds which have been set aside by the trustees' for future projects, the aim and use of each fund is set out in the notes to the financial statements.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total 2016	Total 2015
	£	£	£	£
Donations and gifts	266,157	-	266,157	544,619

Included in donations is an amount of £229,825 in respect of building works to extend the Denton Island Community Centre (DICC) carried out by Lewes District Council. The amount included represents the estimated increase in the value of the DICC attributable to the building works (see note 9).

SCDA benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

4 Income from charitable activities

	Unrestricted funds £	Restricted funds £	Total 2016 £	Total 2015 £
Grants receivable	244,970	310,228	555,198	629,202
Contracted services	2,534,196	-	2,534,196	2,078,718
Nursery fees	144,756	-	144,756	154,446
Room hire	30,972	-	30,972	37,713
	<hr/>	<hr/>	<hr/>	<hr/>
	2,954,894	310,228	3,265,122	2,900,079
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Total 2016 £	Total 2015 £
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Included within income relating to grants receivable are the following:

Action for Change*	14,365	10,509
Active Sussex – Sportivate*	3,533	6,292
Big Lottery Fund - Advice Services Transition Fund*	82,418	166,706
Big Lottery Fund – Nurture by Nature*	26,338	-
Brighton Housing Trust*	1,534	-
BUPA – healthy lifestyles*	1,000	-
Clothworkers Foundation*	2,700	-
Community Cooks*	2,000	-
Community Development Foundation*	700	16,300
East Sussex Community Voice – Healthwatch	-	29,180
Natalie Edelman*	100	-
ESCC Childrens Services	-	23,518
ESCC Healthy Lifestyles	-	23,396
ESCC – FLLN	24,660	-
Groundwork UK – Our place*	7,638	-
Hailsham Town Council*	150	-
HASLA	1,000	-
Hastings Advice and Representation Centre*	1,534	-
Hastings Chinese Association – Domestic Abuse*	50	-
Henry Smith Charity – support services to older people in Hailsham*	4,000	-
ICRS	-	50,000
Lewes District Council – Sompriti funding*	10,000	13,468
Lewes District Council – Youth Drop – in*	5,089	-
Lewes District Council	14,986	-
Lewes Town Council – Memory Book funding*	1,000	-
MIND	-	9,407
	<hr/>	<hr/>

Balance carried forward

204,795

348,776

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

Balance brought forward	204,795	348,776
Newhaven Town Council*	11,375	12,885
Peacehaven Town Council – Park Run*	200	-
Pells Pool Community Association*	1,370	-
Princes Trust – Talent Match*	46,397	-
Railway Land Project	-	300
RBS Group*	8,656	14,951
South Downs National Park*	49,000	15,664
South Heighton Parish Council	-	600
Surrey Community Grant – ESF employability programme*	620	-
Sussex Clubs for Young People*	665	-
Sussex Community Foundation – Brenda Ford Flow Through*	5,000	-
Sussex Police*	5,500	9,993
Veolia ES South Downs – Community Events*	7,500	8,500
Veolia ES South Downs – Community Garden – Lewes Road Recreation	-	30,000
Wave Leisure	-	3,657
Wealden CAB - Better Together*	2,620	2,384
Wealden District Council – Sompriti*	7,015	7,015
Other grants (includes total £160 restricted grants)	204,485	174,477
	555,198	629,202
	555,198	629,202

Items marked * represent Restricted Fund income

5 Total expenditure

	Staff costs £	Depreciation £	Other costs £	Total 2016 £	Total 2015 £
Charitable activities					
<u>Development of East Sussex</u>					
Activities undertaken directly	2,094,686	16,683	1,102,224	3,213,593	2,731,562
Support and governance costs	215,029	-	60,122	275,151	181,944
Total Resources Expenses	2,309,715	16,683	1,162,346	3,488,744	2,913,506
Total Expenditure	2,309,715	16,683	1,162,346	3,488,744	2,913,506
	2,309,715	16,683	1,162,346	3,488,744	2,913,506

Governance costs include amounts due to the charity's auditors of £9,600 (2015: £10,000) for audit fees and £3,164 (2015: £544) for other services.

Included within Activities undertaken directly is loan interest amounting to £1,261 (2015: £1,607).

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

6 Analysis of support and governance costs

	Total 2016 £	Total 2015 £
Staff costs	215,029	148,503
Other administration	28,949	14,396
Legal and Professional Fees	18,410	-
Audit & Accountancy	12,764	19,045
	275,151	181,944

7 Fund movements: Year to 31 March 2015

	Notes	Unrestricted funds £	Designated funds £	Restricted funds £	2015 Total funds £
<u>Income</u>					
Donations and legacies	2	542,432	-	2,187	544,619
Interest receivable		840	-	-	840
Incoming resources from charitable activities	3	2,445,354	-	454,725	2,900,079
Total income		2,988,626	-	456,912	3,445,538
<u>Expenditure</u>					
Charitable activities:	4				
Development of East Sussex		2,461,167	-	452,339	2,913,506
Total expenditure		2,461,167	-	452,339	2,913,506
Net movement in funds		527,459	-	4,573	532,032
Fund balances brought forward at 1 April 2014		407,988	35,000	384,811	827,799
Fund balances carried forward At 31 March 2015		935,447	35,000	389,384	1,359,831

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

8 Analysis of employee numbers and costs, trustee remuneration and expenses, and the cost of key management personnel

The charity's trustees were not paid nor did they receive any other benefits from employment with SCDA (2015: £nil) neither were they reimbursed expenses during the year (2015: £nil). Except as disclosed in note 18 Related Parties, no trustee received payment for professional or other services supplied to the charity (2015: £nil).

The key management personnel of the charity comprise the Chief Executive Officer, Finance Director, HR Director and Director of Services. The total employee benefits of the key management personnel of the charity were £140,906 (2015: £112,070).

Number of employees

The average monthly number of employees as full time equivalents during the year was:

	2016	2015
	Number	Number
Project workers	92	80
Administration and support	7	4
	<hr/> 99 <hr/>	<hr/> 84 <hr/>

The full time equivalent staff numbers are reported above. The total number of full and part-time staff employed at 31 March 2016 was 120 (2015: 74).

Employment costs	2016	2015
	£	£
Wages and salaries	1,684,017	1,481,412
Social security costs	426,942	110,131
Other pension costs	107,103	22,657
	<hr/> 2,218,062 <hr/>	<hr/> 1,614,200 <hr/>

No employee had employee benefits in excess of £60,000 (2015: None).

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

9 Tangible fixed assets

	Land and buildings	Youth shelters & Green Gym	Solar panels	Total
	£	£	£	£
Cost				
At 1 April 2015	1,001,757	13,437	97,305	1,112,499
Additions	229,825	11,212	-	241,037
At 31 March 2016	1,231,582	24,649	97,305	1,353,536
Depreciation				
At 1 April 2015	4,825	4,852	29,190	38,867
Charge for the year	9,035	2,784	4,865	16,684
At 31 March 2016	13,860	7,636	34,055	55,551
Net book value				
At 31 March 2016	1,217,722	17,013	63,250	1,297,985
At 31 March 2015	996,932	8,585	68,115	1,073,632

The net book value of land and buildings comprises:

	2016	2015
	£	£
Freeholds (transferred from Hailsham Trust)	442,722	451,757
Long leaseholds (over 50 years)	775,000	545,175
	1,217,722	996,932

The leasehold land and buildings at Denton Island, Newhaven were valued on 3 November 2014 by Stiles Harold Williams at a market value of £550,000. As described in note 3 during the year extension works were carried out on the DICC funded by Lewes District Council. Additions to land and buildings reflect the value of these works.

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

9 Tangible fixed assets (continued)

Comparable historical cost for the land and buildings included at valuation:

	2016 £	2015 £
Cost	972,139	972,139
Accumulated depreciation	99,086	94,261
	<hr/>	<hr/>
At 31 March 2016	873,053	877,878
	<hr/> <hr/>	<hr/> <hr/>

All other tangible fixed assets are stated at historical cost.

10 Debtors 2016 £ 2015 £

Trade debtors	275,360	274,536
Prepayments and accrued income	22,635	28,928
	<hr/>	<hr/>
	297,995	303,464
	<hr/> <hr/>	<hr/> <hr/>

11 Creditors: amounts falling due within one year 2016 £ 2015 £

Bank loans	11,118	11,118
Trade creditors	115,158	294,705
Taxes and social security costs	118,257	32,579
Other creditors	10,573	7,871
Accruals	24,529	24,722
	<hr/>	<hr/>
	279,635	370,995
	<hr/> <hr/>	<hr/> <hr/>

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

12 Creditors: amounts falling due after more than one year	2016	2015
	£	£
Bank loans	24,355	36,157

The bank loan is a financial instrument measured at amortised cost.

Loan maturity analysis

Debt due in one year or less	11,118	11,118
In more than one year but not more than two years	11,118	11,118
In more than two years but not more than five years	13,237	25,039
In more than five years	-	-
	35,473	47,275

The bank loan is secured by a fixed charge over the leasehold property at Denton Island, Newhaven, East Sussex, a fixed charge over the debtors and a floating charge over all assets and undertakings both present and future.

The interest rate on the loan is variable. The Charity is therefore exposed to the risk that interest rates might rise.

13 Pension and other post-retirement benefit commitments

The charity makes payments on behalf of some of its staff to individual defined contribution pension schemes and also to the Local Government Pension Scheme (see note 2.7). Amounts payable by the employer in the year were £77,315 (2015: £22,658) and £10,302 (2015: £3,761) was outstanding at the year end.

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

14 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 April 2015	Movement in funds		Balance at 31 March 2016
	£	Incoming resources	Resources expended	£
Community Development & Inclusion	-	35,293	(35,293)	-
Youth Shelters	8,583	-	(540)	8,043
Care and Support	-	1,000	-	1,000
Children and Family Centre Capital	257,135	-	(4,825)	252,310
Advice Hub	17,473	85,486	(102,959)	-
Solar Panels	68,115	-	(4,865)	63,250
Community Action	-	7,500	(7,500)	-
Open Spaces	-	49,000	(49,000)	-
Employability	7,640	55,204	(62,844)	-
Youth projects	540	27,832	(28,372)	-
Wellbeing	-	5,010	(5,010)	-
SCDA projects	29,898	-	(29,898)	-
Family Learning	-	26,338	(17,754)	8,584
Healthy Lifestyles	-	17,565	(15,066)	2,499
	<u>389,384</u>	<u>310,228</u>	<u>(363,926)</u>	<u>335,686</u>

A portion of the remaining value of SCDA's 125 year lease on its Children and Family Centre (Denton Island Community Centre) is reported as a restricted fund. The Trustees recognise that their discretion over the use of this fund is restricted to the purpose agreed with each funder. In certain circumstances, where either the lease is sold or the use of the building is changed, or in some cases both of these, the funder's permission is required if the Charity is to retain the funds. In some cases the restriction is time limited. The Trustees are committed to running the Children and Family Centre for the benefit of Newhaven residents in the long term and therefore consider the possibility of either selling the lease or significantly changing its use to be remote.

Other restricted funds are as described in the Trustees' Report.

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

15 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds			Balance at 31 March 2016
	Balance at 1 April 2015	Incoming resources	Resources expended	
	£	£	£	£
Development of database	35,000	-	(35,000)	-
	<u>35,000</u>	<u>-</u>	<u>(35,000)</u>	<u>-</u>

The Trustees set aside £35,000 for costs in relation to the development of a database. These funds were expended during the year.

16 Analysis of net assets between funds

	Unrestricted funds	Designate d funds	Restricted funds	Total
	£	£	£	£
Fund balances at 31 March 2016 are represented by:				
Tangible fixed assets	974,382	-	323,603	1,297,985
Current assets	382,571	-	26,426	408,997
Creditors: amounts falling due within one year	(265,292)	-	(14,343)	(279,635)
Creditors: amounts falling due after more than one year	(24,355)	-	-	(24,355)
	<u>1,067,306</u>	<u>-</u>	<u>335,686</u>	<u>1,402,992</u>

SUSSEX COMMUNITY DEVELOPMENT ASSOCIATION LIMITED

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2016

17 Commitments under operating leases

At 31 March 2016 the company had total commitments under non-cancellable operating leases as follows:

	Land and buildings		Other	
	2016	2015	2016	2015
	£	£	£	£
Due within one year	31,770	31,021	16,321	16,321
Due between two and five years	35,250	37,958	28,260	44,581
Due in over five years	-	7,333	-	-
	67,020	76,312	44,581	60,902

In addition to the above the company is committed to the payment of ground rent at a rate of £4,000 per annum in respect of a 125 year lease on the Denton Island Community Centre which commenced on 16 November 2003.

18 Related parties

The following transactions with related parties had the potential to inhibit SCDA from pursuing its aims independently. SCDA is a community organisation making such relationships common and the Trustees are satisfied that SCDA's separate interests have been fully served in relation to these transactions.

SCDA contracted with HR Services Partnership Ltd, of which Mrs Aguilar (a Trustee) is a director, for HR advice concerning TUPE issues within the Care and Support contract at a total cost of £3,979 (2015: £610).

SCDA employs Mrs S Foote as a Community Development Worker at a cost during the year of £19,613 (2015: £24,847). Mrs Foote is the wife of Mr P Foote, a Trustee of SCDA. Mrs Foote's employment pre-dates Mr Foote's appointment on the Board of Trustees, he is nominated as a Trustee by Newhaven Football Club and the Trustees are satisfied that SCDA's interests are fully supported and not compromised by either appointment.

SCDA employs Mrs J A Bishop, who works as a Nursery Practitioner, at a cost during the year of £11,806 (2015: £10,432). Mrs J A Bishop is the wife of Mr G Bishop, a trustee of SCDA. The Trustees are satisfied that SCDA's interests are fully supported and not compromised by either appointment.

SCDA employs Mr A C Millward, at a cost during the year of £40,008 (2015: £39,201). Mr A C Millward is the husband of Mrs J Millward, a trustee of SCDA. The Trustees are satisfied that SCDA's interests are fully supported and not compromised by either appointment.

SCDA Breakdown of costs by Activity Type

	Older People	Victim Support	Sompriti	Advice	Employability	Openspaces	Healthy Lifestyles	Wellbeing	Youth	Family Inclusion	Childcare	Community Action	DICC - Family Centre	SCDA New Projects	Governance	TOTAL
DIRECT COSTS																
Staff costs total	555,557	30,393	40,872	96,326	688,808	47,358	133,055	59,539	49,561	32,888	244,390	64,698	30,980	4,761	15,500	2,094,686
Beneficiary costs eg activities events training and access	42,195	24	448	517,050	70,594	7,715	9,027	12,770	4,912	6,532	12,773	5,215	1,687	70	0	691,012
Grants, gifts and donations given away	0	0	0	0	0	35	100	0	0	0	0	2,400	0	0	0	2,535
Rent and room hire	0	0	109	15,840	58,409	1,188	7,147	1,462	2,504	506	0	1,833	5,799	0	0	94,797
Loan Interest	0	0	0	0	0	0	0	0	0	0	0	0	1,261	0	0	1,261
Light, heat and cleaning	3,920	0	0	3,891	8,946	369	2,889	809	0	0	1,104	9,651	20,545	0	0	52,125
Telephone, postage and stationery	15,647	814	867	6,621	25,953	1,835	5,011	1,573	154	1,414	3,631	2,602	5,881	3	0	72,006
Repairs and Maintenance (inc computers)	22,634	603	1,055	3,629	16,949	2,083	5,485	879	1,383	314	8,111	15,012	11,885	3,046	0	93,068
Publicity	2,674	125	176	197	4,930	302	355	0	0	181	0	1,141	0	0	0	10,079
Depreciation	0	0	0	0	0	0	0	0	540	0	0	11,278	4,865	0	0	16,683
Licences and Permits	291	0	0	0	98	0	0	0	54	0	0	0	428	0	0	871
Other costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Consultancy legal and professional	12,508	0	0	4,600	1,427	0	1,700	0	0	0	588	0	23,100	21,912	0	65,834
Internal Costs	-2,480	0	-2,913	14,744	11,790	2,798	1,610	-699	2,881	7,655	13,079	2,130	-34,035	2,076	0	18,636
TOTAL Direct Costs	652,945	31,960	40,614	662,899	887,902	63,683	166,380	76,333	61,989	49,491	283,677	115,958	72,396	31,867	15,500	3,213,593
INDIRECT COSTS																
Admin, Management and Finance Staff	43,902	2,149	2,731	44,571	59,699	4,282	11,187	5,132	4,168	3,328	19,073	7,797	4,868	2,143	0	215,029
Insurance	2,425	119	151	2,462	3,936	481	1,700	592	230	184	1,054	1,995	269	118	854	16,572
Consultancy legal and professional	3,506	172	218	3,559	4,767	342	893	410	333	266	1,523	623	389	171	1,238	18,410
Accounting and Audit	2,020	99	126	2,051	2,807	197	515	236	192	153	878	2,459	224	99	710	12,764
Bank Charges and interest	10,276	21	27	442	625	43	111	51	41	33	258	225	48	21	154	12,377
TOTAL Indirect Costs	62,129	2,559	3,252	53,086	71,835	5,344	14,406	6,422	4,964	3,963	22,786	13,098	5,798	2,552	2,956	275,151
TOTAL OF ALL COSTS	715,074	34,519	43,866	715,984	959,737	69,028	180,786	82,754	66,954	53,454	306,463	129,057	78,194	34,419	18,456	3,488,744