



Company Registration number 06743623

Charity number 1127626

Lancaster District Community and Voluntary Solutions

Company Limited by Guarantee

Trustees' Report and Financial Statements

For the year ended 30 June 2023

Lancaster District Community and Voluntary Solutions

COMPANY LIMITED BY GUARANTEE

Financial statements for the year ended 30 June 2023

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**Lancaster District Community and Voluntary Solutions
COMPANY LIMITED BY GUARANTEE**

Directors, officers and advisers

Trustees

Dr SJ Riches
Mr PM Colley
Mr P Jebb
Mr AC Loasby
Ms AN Richards

Company Secretary and Registered office

Mr NR Smith
The Cornerstone
Sulyard Street
Lancaster
Lancashire
LA1 1PX

Charity registration number

1127626

Registered charity name

Lancaster District Community & Voluntary Solutions

Company registered number

06743623

Principal place of business

The Cornerstone
Sulyard Street
Lancaster
Lancashire
LA1 1PX

Accountants

Waters & Atkinson
Chartered Accountants
The Old Court House
Clark Street
Morecambe
Lancashire
LA4 5HR

Bankers

CAF Bank Ltd
PO box 289
Kings Mill
West Malling
Kent
ME19 4TA

Lancaster District Community and Voluntary Solutions

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Trustees Annual Report for the year ended 30 June 2023

The Trustees, who are also directors for the purposes of company law, present their report and the financial statements of the company for the year ended 30 June 2023.

Trustees

The trustees who served during the year were:

Harsha Shukla	resigned 24 November 2022
Samantha Jane Riches	
Kenneth Dunn	resigned 15 June 2023
Jill Anderson	resigned 15 June 2023
Claire Louise Chapman	resigned 24 November 2022
Carol Mary Ostermeyer	resigned 28 November 2022
Paul Michael Colley	
Paul Jebb	appointed 24 November 2022
Alastair Charles Loasby	appointed 17 August 2022
Alison Nicola Richards	appointed 17 May 2023

Additional CVS Board Members:

Lancashire County Council and Lancaster City Council each nominate an individual to join the board as a non-voting observer / advisor, during the year this was:

Lancaster City Councillor: Alistair Sinclair

Chief Officer: Yakub Patel

Structure, governance and Management:

Nature of the governing document:	Memorandum and Articles
How the Charity is constituted:	Incorporated
Date of governing document:	7 th November 2018 (revised)

Governance:

LDCVS was founded in 1972 as the National Council of Voluntary Services, an unincorporated charity. It became a charitable company limited by guarantee, incorporated 7th November 2008 and was established under a memorandum and articles of association which describes the objects and powers of the charitable company, and is governed under its Articles of Association. The Trustees are appointed in accordance with the Articles of Association.

Full membership of LDCVS is open to voluntary organisations that comply with the criteria for membership. In addition, there are affiliate categories of membership for public sector and corporate bodies. LDCVS trustee board is responsible for managing the business of LDCVS as outlined in the Articles of Association.

Method of recruitment and appointment of trustees:

LDCVS is a membership organisation, the membership being predominantly drawn from other local voluntary organisations, from whom the Directors (Board of Trustees) are elected either at the AGM or through an open and transparent selection and interview process. The paid staff of LDCVS are accountable to this Board. No funders are currently represented on the Board.

Policy and procedures adopted for the induction and training of Trustees:

New trustees are inducted into the workings of the Charity, including policies and procedures, in a timely fashion and understand their responsibilities.

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Our purpose, aims and activities for the year 2022-23:

Lancaster District Community and Voluntary Solutions (LDCVS) is an infrastructure organisation that exists to support and strengthen the sustainability, independence and ability of community, voluntary and faith and social enterprise organisations to deliver services and activities that support individuals and communities in the Lancaster District. Currently we have over 300 local organisations as members of LDCVS and also a number of public sector and corporate bodies that are associate members. In addition, we offer support to individuals with volunteering through our Volunteer Centre.

Our Objects, which are contained in our governing document (Memorandum and Articles) are:

- To promote any charitable purposes for the benefit of the community with particular reference to the local government district of Lancaster (hereinafter called "the area of benefit") and, in particular, the advancement of education, the protection of health and the relief of poverty, distress and sickness.
- To promote and organise co-operation in the achievement of the above purposes and to that end to bring together in council representatives of the voluntary organisations and statutory authorities within the area of benefit.

The aims of our charity are to

- Ensure our members are well supported to deliver the best outcomes and that their expertise is valued and maximised.
- Work with our members to shape local services to best meet local needs.
- Bring organisations together to build relationships, share support and learn from each other.
- Help our members access the resources, funding and support they need.

Our aims fully reflect the purposes (objects) that the charity was set up to further and we review them, together with our objectives and activities, each year to assess the success of each key activity and the benefits they have brought to our beneficiaries. This review also helps us to ensure our aims, objectives and activities are focused on our stated purposes and how planned activities contribute to the aims and objectives set by the Trustee Board. In considering these, the trustees of LDCVS believe they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the public benefit guidance published by the Charity Commission.

The focus of our work:

Our overall mission has been, and remains, to promote, develop and support, through partnership, a dynamic and diverse voluntary and community sector. In setting out our aims and objectives we have also defined the outcomes that will demonstrate whether we met them and whether our activities have brought about benefits to those organisations and individuals we work with.

As part of our business plan, the board in 2022 agreed four strategic aims for the period to 2025:

- To ensure our members are well supported and resourced
- To connect together communities, the VCFSE sector and support agencies
- To champion the VCFSE sector
- To be a sustainable organisation, open to new learning

For each of these aims, we have identified a number of indicators, which will help us understand how well that aim has been achieved,

Achievements and performance:

Welcome – Paul Jebb, Chair of Trustees

On behalf of the Board of Trustees, it is my privilege to present our Annual Report for the year 2022-2023. I am delighted to share the progress and achievements of our organisation over the past year as we continue to support, promote, and develop the Third Sector across Lancaster District and make a positive impact on communities through the work that we do.

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I begin by thanking my Board colleagues for their support, commitment, insight and guidance in governing the organisation. We have in recent years navigated through turbulent times, including the ongoing cost-of-living crisis and the Covid-19 pandemic which has impacted people's perceptions of the workplace and introduced new methods of working. Throughout, our organisation has demonstrated courage, agility, innovation, and collaboration so we can continue to support the third sector to reach into communities that we serve.

I am proud that LDCVS has remained committed to its core values and strategic objectives. This Annual Report serves as a record of the dedication and hard work of our team, partners, and supporters. It is through their collective efforts that we have been able to continue supporting our members and our communities. In this report, you will find information on our financial performance, our projects, our achievements, and the positive impact we have made on the sector and the lives of our communities.

We have continued to participate in strategic partnerships, strengthen our operations and maximise our reach and impact. As we reflect on the accomplishments of the past year, we remain focussed on the future. We will continue to evolve in response to a fast-changing world and adapt to the ever-changing needs of our beneficiaries and communities. The challenges that lie ahead require us to be agile, innovative, and proactive.

I would like to express my sincere thanks to our members, volunteers, partners, our staff and funders, for their unwavering commitment and support. We look forward to your continued partnership as we look ahead. Together, we embrace the future with determination and a shared commitment to achieve better things for our communities.

Foreword – Yak Patel, Chief Executive Officer

Lancaster District CVS is a unique organisation in our city. Since 1972 we have been championing the voluntary, community, faith and social enterprise sector's outstanding community action and the role it plays across communities in the Lancaster district. It was the fiftieth anniversary of the formation of our organisation in 2022 and it was around that time, fifty years ago, that discussions were taking place about how community and voluntary action could be better organised.

Today we are a charity on a mission, along with our colleagues across the broad spectrum of health and social care, to improve the lives of people living in our communities, working with local people so they can become the best they can be. As we have for fifty years, we have once again been coming together to discuss how we can make a better society and how we can work together to build it. We've worked together to make a bigger difference to the residents of the Lancaster district and helping communities to join in the activities that make them happier and healthier.

In an environment that is pulling people in different directions, charities and voluntary action bring people together and the sector will continue to unite us in the future. It's particularly important that we consider the sector's role as an agent of change, as well as its role in helping reinforce the values that we have in common even at a time when we are often focusing more on our differences of opinion. So, in our annual report, I want to celebrate the work that we do to in bringing people together, to celebrate the difference that we make. And I want to celebrate the fact that we offer something different, something distinctive, something valuable.

What we do at Lancaster District CVS is supporting, enabling and encouraging community action and our annual review gives us the chance to reflect upon and celebrate what happens across the district's voluntary, community, faith and social enterprise sector.

What we achieve at Lancaster District CVS is down to the amazing contribution of our expert board of trustees, our dedicated volunteers and the passion, enthusiasm and dedication of the staff team. Why we do it is simple: it's because the sector changes people's lives and we want to make it as simple as possible for people to do more good.

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Activities

Celebrating 50 Years

In 1972, the Lancaster District Council of Community Service was established in response to the economic and social challenges our communities faced at that time. Half a century ago, a meeting at Lancaster Town Hall agreed to start the Council of Community Service, an infrastructure organisation dedicated to supporting a growing community sector. Over the years, the voluntary, community, faith and social enterprise sector has grown resulting in positive differences to people's lives and a much wider participation by our communities at every level of political, economic and social life.

The successes of the past 50 years have only been possible because of all the people who have given of their time, skills, dedication and caring, as trustees, members of staff, volunteers and fundraisers. This history records the truly magnificent spirit of caring in the area served by LDCVS.

Today, as Lancaster District Community and Voluntary Solutions, we are proud of what has been accomplished. It is with great thanks to our members and our partners that we have sustained five decades of serving the voluntary, community, faith and social enterprise sector.

To recognise the achievements of the last five decades, and look forward to what the next may bring, we took advantage of this significant anniversary to launch FestiVOL our inaugural event to celebrate the past, present and future of the voluntary community faith and social enterprise sector. Over 130 members, volunteers, partners and friends enjoyed a day of celebrations to mark our anniversary at the Banqueting Suite, Lancaster Town Hall.

We were delighted to have several guest speakers, inspiring us all on the day:

- Cat Smith, Member of Parliament for Lancaster and Fleetwood,
- Mark Davies, CEO of Lancaster City Council,
- Caroline Jackson, leader of Lancaster City Council
- Karen Kyle, Program Manager at University Hospitals of Morecambe Bay NHS Foundation Trust
- Fiona Inston, Head of Public Protection at Lancaster City Council
- Guy Christianson, CEO of Lancashire Youth Challenge,
- Micheal Kohl, CEO of West End Impact,
- Robyn Thomas, CEO of Stanleys Community Centre,
- Deborah Hargreaves, Manager of Marsh Community Centre.

Throughout the day, participants had the opportunity to make new connections and benefit from our workshops. The feedback exceeded our expectations with overwhelming support and comments with many saying that this should be an annual event. The celebration was a rare opportunity for LDCVS to show the breadth of support it provides to the community and voluntary sector all in one place with organisations, groups, and projects from across the district showcasing their work.

It was a moment to honour our past and look with excitement to our future. It also served as a reminder that for five decades, we have inspired our members and communities. As we look to 2023-24



Celebrating our 50th Anniversary with sector colleagues, partners and stakeholders at Lancaster Town Hall

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and beyond, we are excited by the opportunities ahead of us.

You can read a report on our celebrations at <https://lancastercvs.org.uk/celebrating-50-years-of-lancaster-district-cvs/> and watch a short video at <https://www.youtube.com/watch?v=FfcYloT55s0>

Organisational Development and Capacity Building

This service provides support to local people looking to establish new projects and groups, and also helps existing organisations to improve their effectiveness. Groups can access support with a wide range of issues including charity or social/community enterprise start-up, governance and leadership, achieving quality standards, social impact, project development, applying for funding, policy development, and training.

- We provided 241 bespoke information, advice and guidance sessions to 436 groups and organisations. Groups who received this support provide community services in areas of work including health and wellbeing, children, young people and families, environment, community safety, vulnerable people, arts and culture.
- We advised 23 new start-ups, helping with business planning, funding and investment.
- We delivered 17 open workshops to 119 delegates.

Funding Advice and Information

Our funding advice and information function helps sector organisations to access funding opportunities from sources including charitable trusts and commissioners that enables them to become more sustainable by improving their financial security and capacity.

Our Development Officer advises on local, regional and national opportunities and guides our members through one-to-one advice sessions. Other support also includes developing proposals to bid status, compiling evidence and data, and advice on managing and monitoring once the grants is awarded.

We hosted a 'meet the funder' event, connecting 110 attendees with representatives of local, regional and national funders including the National Lottery Heritage Fund, Francis Scott Charitable Trust, Banks Lyon Memorial Trust, Arts Council, National Lottery Community Fund, Lancaster Community fund, Community Foundation for Lancashire, Lancaster Environmental fund, Key Fund, Growing Enterprise in Communities, Lancashire County Council Community Project Support, Ørsted Walney Extension Community Fund, Areti Charitable Trust and Richard and Elizabeth Wilson Trust.



Our team at the 2022 Funding Fair

The Bay Foundation

The Bay Foundation is our overall brand for the work we carry out relating to organising and promoting grant programmes for the benefit of communities across the district. We co-design and administer these programmes on behalf of philanthropic organisations, businesses and the public sector, helping funding to get to the places and projects that make a real difference to people's lives.

During the year, we:

- Launched a final round of the Community Health Champions Fund in partnership with Lancaster City Council, inviting and assessing applications for grants to be made in our 23/24 year. The programme

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funds projects which support our communities in talking about health and wellbeing and taking action to improve public health.

- Launched the first round of the Community Pots strand of the Pots of Possibility programme, through which we grant money originating with the National Lottery Community Fund for projects supporting community-led action and local initiatives to stimulate a zero-waste, circular and regenerative local economy.
- Distributed over £16,000 in grants of up to £500 from the Eric Wright Community Trust programme, targeted at our smallest community organisations.
- Worked with Lancaster City Council for a further year of the Lancaster Community Fund, distributing over £16,000 for projects which build community wealth and resilience, contribute to a more sustainable district, or create individual and community well-being
- Were invited by Lancaster City Council to collaborate in building a grant programme which used an allocation from the UK Shared Prosperity Fund to support projects which communities address the increasing cost of living, particularly around energy and food costs. Over £50,000 was distributed in sixteen grants.
- Collaborated with the Westminster Foundation and the Population Health Investment Fund to provide targeted grants to community centres, youth organisations, parent/teacher associations, and uniformed groups over the winter of 2022/23. The grants supported the provision of free food to children and young people experiencing food insecurity.

Financial Services

Through our experienced Finance Officer we provide a range of services for the sector including payroll management, pensions advice, payment of grants and independent examinations of accounts.

During 2022-3, we provided:

- 19 independent examinations.
- Payroll services for 53 employees across 13 clients.

Lancaster District Volunteer Centre

The Lancaster District Volunteer centre supports volunteers, and the organisations that recruit volunteers, by providing a brokerage service that matches local people to organisations with volunteering opportunities. The centre also provides bespoke support to organisations deploying volunteers, including good practice guides, advice on policies and procedures and training and support with developing new initiatives involving volunteers.

Our Volunteer Centre remained the key local volunteering development organisation in the district. Our project supported a wide range of people including those recovering from issues such as mental health problems, alcohol and drug addiction, criminal justice and being long term unemployed.

Whilst we recognise that volunteering can bring enormous amounts of benefits to individuals and organisations, it also requires a great deal of partnership working to ensure people are supported into volunteering. A large percentage of people seeking opportunities had come from difficult backgrounds and were looking to rebuild their lives through volunteering. These were the very reasons for co-designing programmes that helped build resilience amongst families, individuals and communities – thus building social action and developing local leadership.

Creating pathways into volunteering for young people through to older people and those with disabilities amongst other community groups remained a focus for our team. Promoting volunteering in communities affected by unemployment as a means of building work skills, confidence and addressing community need also remained an important component of our work. Regular 'drop in' sessions were held in job centres, town centres, festivals, community events, community centres and in places and times that were more accessible for local people.

Find out more about our outreach to potential volunteers in this video showcasing the Volunteer Fair held at Lancaster Central Library on 23 February 2023: <https://youtu.be/1ORB6ZlxxjE>

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Recognising the need to dispel myths around the role of trustees as volunteers in voluntary sector charities, we worked to produce several videos for Trustee Week, including this example drawing on local voices: <https://www.youtube.com/watch?v=CGSIWHpnrmo>

- Our online volunteer centre website advertised over 130 opportunities at volunteering.lancastercvs.org.uk
- 54 new organisations registered to offer opportunities online
- 123 potential volunteers registered to find opportunities online
- 70 organisations were advised about working with volunteers.
- One to one advice was offered to over 100 potential volunteers.
- We provided over 40 DBS checks, providing help with advice and guidance, eligibility checks, form filling and ID requirements.

The quality of the service we offer speaks for itself and it is a matter of great pride for us all to be able to respond to unmet needs. We consider ourselves fortunate to have such a committed volunteer team as we attempt to further increase the staffing resources to alleviate exceptional workload. The Lancaster District CVS administration team has continued to deal with information enquiries and ensure our database and membership records are kept up to date.

Without the contribution of our volunteers, we wouldn't be able to support the people and organisations we come into contact with. We would like to emphasise the significant contribution our volunteers make, and we hope that this continues to be recognised by our members and partners.

Lancaster District Volunteer Achievement Awards 2023



Hannah Lodge of Let's BeFriends receives the Volunteer of the Year Award from Clark Kent of Guy Penn Insurance, the category sponsor

Our prestigious bi-annual ceremony to celebrate volunteering and voluntary action, took place on Wednesday 7th June at the Midland Hotel as part of National Volunteer week. The awards provide an opportunity to thank the voluntary organisations, community groups and social enterprises and their volunteers who make such a difference in the district, 365 days a year.

130 guests attended the awards ceremony at the prestigious 90-year-old Art Deco jewel in Morecambe to pay tribute to the fantastic achievements of volunteers. It was truly an inspirational evening hosted by two young people from a local arts and music charity, More Music. All nominees received a certificate of recognition and winners were presented by the Mayor of Lancaster, the Right Worshipful Roger Dennison. Gifts and prizes were donated by local businesses which we were very grateful for.

We were delighted to have organised this event in partnership with Lancaster City Council with sponsorship from the Banks Lyon Memorial Trust, Lancaster and Morecambe College, Guy Penn Insurance and the Cumberland Building Society, as well as grants towards the event's costs from our local elected members of Lancashire County Council.

Categories recognised at the event were:

- Volunteer of the Year (aged 25 or over)
- Young Volunteer of the Year (aged 24 or under)
- Trustee of the Year
- Lifetime Achievement Award
- The Roger Sherlock Award for Community Inspiration
- Fundraiser of the Year
- Community Inspiration of the Year

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You can read a report on our celebrations here: <https://lancastercvs.org.uk/volunteer-achievement-awards-2023/>

Lancaster District Youth Partnership

The Lancaster District Youth Partnership has been at the core of supporting our children and young people for ten years, adapting and evolving when faced with challenges, to ensure that we are there in local communities, providing safe spaces, empowering and inspiring children and young people to overcome and achieve their potentials.

This has been a year unlike any others as we faced the unprecedented challenge of supporting children and young people from two years of lockdown. At a time when we knew our children and young people desperately needed safe spaces to go to, opportunities to connect with their friends, find support for their educational and health development and to try something new, we are incredibly proud of the way that our partnership came together and adapted its way of working to continue to meet the needs of children and young people from across our district.

The effects of the pandemic on our children and young people were significant but not new for communities where children and young people are at risk of poverty, food insecurity, personal safety issues and mental ill health. The range of programmes Lancaster District Young People Partnership offered were an essential lifeline for many.

From our work across the district, we know that every child and young person wants to be the best they can be. A combination of community-based, early intervention programmes, outdoor education, life skills underpinned by good mentoring, our work has had a long-term, positive impact on personal and social development. Providing access to a wide range of programs and fun activities in a safe environment with their peers underpins our approach.

But this is only one important element of what we offer. It's also about community and individual trust. Trust that leads to strong relationships, which in turn, create the magic that encourages individuals to open up, to share how they feel and get the support to shine.

Each part of this program has been delivered by the skills and experience of every partner involved. In delivering services to children and young people each partner took a lead on each provision to ensure all aspects of the program was well planned, communicated and that all participants improved their outcomes. Together, we delivered an exciting, engaging and life changing program to over 350 children and young people across our district.

Looking to the future, we want to build on what we have learnt from the last year and meet the increasing demand for our support as the continued fallout from the Covid pandemic, the cost-of-living crisis and growing conflict in Europe. In response to new challenges, the partnership has come together to develop a new strategy which will help us to achieve our next steps and ensure our communities continue to benefit.

Listening to young people about their experiences of the pandemic – and their hopes of our partnership has driven our work. Twenty-four children and young people came together to form our Youth Advisory Group, from every part of our district and reflecting the diversity of backgrounds and experiences we have in our city-region. The group held a central role in supporting and determining our work and keeping us accountable. Most importantly, they represented the views of their peers and did a fantastic job in ensuring that all children and young people tried new things and challenged themselves to reach their full potential.

Over the year, children and young people were, and remain, concerned about a huge range of issues, some as a result of the pandemic which has now been sharpened by the cost of living. The Lancaster Youth Advisory Group mobilised around these themes to energise and focus their work.

- SHOUT (See Hear Our Unheard Teenagers) delivered an outdoor learning programme to 197 young people through opportunities such as forest bathing and bushcraft skills.
- Activate delivered a mental and physical fitness programme to 143 young people through weekly gym sessions and emotional management classes.

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- The Community Impact Programme enabled 188 young people to develop and take part in realistic social action opportunities such as growing food and improving local parks and gardens.
- Inspiring Futures helped 212 young people explore their aspirations concerning their education, work, social and leisure interests
- A one-to-one mentoring programme meant that 155 young people could take a bespoke programme of coaching and mentoring for young people, enabling them to develop interpersonal skills in a safe and supportive environment, and at their own pace.

Break the Mould

In 2023, the Francis Scott Trust celebrated 60 years of supporting work with young people. To mark this milestone year, they asked that a group of local young people to distribute funds on the Trust's behalf. Young people from across the Trust's beneficiary area of Cumbria and Lancaster District were invited to design a grants programme and distribute £60,000 throughout 2023 that would benefit other local young people via their organised groups to support activities that are important to them.

Working in partnership with Cumbria Youth Alliance, the distribution of the charitable funds was both a privilege and a responsibility for us. Whilst the programme was connected to celebrate the 60th anniversary of the Trust, it was also a learning exercise for us, to hear first-hand what is important to young people, and to inform and influence future frameworks for adopting youth voice in both grant making systems and strategy. Working collaboratively was an amazing opportunity for us to bring the programme to life, acting as coordinators and facilitators of the programme. As infrastructure organisations and with relationships with the youth sector, we were key to the success of this programme, adopting good practice in the emerging field of youth-led grant making, while recognising that we were all at the beginning of a journey in engaging young people in this way.



The young people of the Break the Mould team canoeing during a residential weekend at the Keppleway Centre

At the time of writing this report, we were at beginnings of this journey. However, in June 2023, we recruited 18 young people from Lancaster and Cumbria, took part in a 3-day training residential and the journey begun to design the grant making program. Our report ending 2024 will highlight the achievements of the program and we look forward to sharing these with you. In the meantime, please do watch our short video of young people taking part in the residential program at <https://lancastercvs.org.uk/break-the-mould/>

Our gratitude and thanks go to Helen Carter, Director of Francis C Scott Trust and colleagues at Cumbria Youth Alliance.

The Lancaster District Directory

The Lancaster District Directory, online at directory.lancastercvs.org.uk, helps our local population find and get in touch with essential services provided by community groups, the NHS and our local authorities.

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Launched in January 2023 with the benefit of funding from Bay Health and Care Partners, the directory lists groups, classes, activities and advice sessions covering health, fitness, mental wellbeing, money and accommodation problems, food provision, jobs and skills – and much more.

The initiative, managed in partnership with Lancaster City Council and our local Integrated Care Communities, is intended to help the public and people who work to support their communities understand what is on offer in our local area for those who need help relating to any aspect of their lives.

Service listings include full descriptions, contact information and referral instructions, and are categorised for easy browsing, meaning that people have a one-stop-shop for sources of support.

The project also facilitates referrals into services, allowing staff at GP surgeries to link patients up with organisations who can support their non-clinical needs. Patients are referred into LDCVS, where our Community Health Officer contacts them directly to find out more about their needs and support them to access relevant local provision.

By the end of our 2022-3 year, more than 350 services and activities in all corners of our district were listed online.

Community Action Networks

Over the year, we worked alongside a community with several health inequalities based on the west side of Lancaster. We worked together with the community to create opportunities for children, young people and families and help create better futures for themselves and improve the community they live in. Since starting this project, we have been amazed by the energy and passion of local organisations and residents who all share the same desire to improve the neighbourhood.

Several resident meetings took place and ideas were formulated by local people and between partners, following which support was given to help these ideas develop. Our team are based in the community on a weekly basis and collaborate with partners from Lancaster City Council, Lancaster Integrated Care Communities, GP practices, Ryelands Primary School, Lancaster Police and voluntary groups to support practical solutions which create real lasting change on the ground.

Over £12,000 was raised and the funds were used to help set up a fitness program for women, after school clubs for children and young people, environmental projects, breakfast clubs and other food support programs. Towards the end of the year, the community association had opened their own bank account, set up a fully functioning committee, attended a range of training programs and developed an action plan of activities for the coming year. In such an under-resourced area, it's been remarkable in what they achieved together to improve the health inequalities they face.

Partnerships and Networks

LDCVS is proud to play a key strategic role across the district, the county and the region. Working with VCFSE sector colleagues and partners from across sectors to help develop a diverse, strong and effective voluntary

The graphic features the text 'LANCASTER DISTRICT DIRECTORY' in large, bold, sans-serif font. Below it, in smaller text, is 'HEALTH & WELLBEING'. Underneath that, it says 'Serving Lancaster, Morecambe, Carnforth and surrounding areas'. The central element is a dark silhouette of the Lancaster district map, filled with various white icons representing health (heart, apple, fork and knife), fitness (bicyclist, person running), social activities (house, group of people), and support (hand holding a heart, person with a gear). To the right of the map, there is a small photograph of a building. Below the map, the text reads 'Find support with your health and wellbeing, join social activities and get help with cost-of-living problems.' At the bottom left of the graphic is the LDCVS logo with the tagline 'Supporting you to support your community'. At the bottom right is the website address 'directory.lancastercvs.org.uk'. The background of the graphic is a collage of images: a person running, a person on a bicycle, a person sitting at a table, and a view of a bridge over a river.

Over 20,000 postcards promoting the Directory have been distributed across the Lancaster district

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and community sector. During the year, we attended and contributed to nearly 200 strategic partnership meetings in the Lancaster district and across the county with the aim of ensuring the VCFSE sector is heard by our partners and influences a variety of agendas.

These included:

- Lancashire Place Based Partnership Board
- Health & Wellbeing Partnership Board
- Communities Together
- Community Action Network
- Food Poverty Alliance
- Lancaster & Morecambe College Governors
- Lancaster, Morecambe and Carnforth Integrated Care Communities
- Community Safety Partnership
- Eden Communities
- Coastal Communities
- Lancaster District Children Young People Multi Agency Forum
- Transforming Communities Agenda
- Morecambe Bay Poverty Truth Commission
- Voluntary Sector Alliance
- Lancashire Association for CVS
- Chamber of Commerce
- Health Innovation Lab
- City of Sanctuary
- Collaborations for Leadership in Applied Health Research and Care
- Mental Health Forum
- West End Morecambe
- Creative Civic Change
- Integrated Care Partnership
- Community Conversations Strategy Group
- Sustainable Food Lancaster
- Population Health Strategic Group
- Homelessness Strategy Working Group
- Lancaster District Voluntary Sector Leadership Forum
- Community Wealth Building
- Digital Transformation Board.

Lancaster District Food Poverty Alliance

Throughout the year we continued to support the Food Poverty Alliance and frontline VCSE organisations in the fight against poverty and inequality. The Lancaster District Food Poverty Alliance met monthly, coordinated by the Environmental Protection and Public Health Team Leader at Lancaster City Council. Membership includes representatives from Lancashire County Council, Morecambe Bay Foodbank, Egg Cup, Lancaster District Food Clubs Alliance, Citizens Advice North Lancashire and the Morecambe Bay Poverty Truth Commission.

Big Local – West End Morecambe

It has been a privilege to have worked with the West End Morecambe Partnership - a community led partnership committed to improving the West End of Morecambe. Every Big Local Partnership works with a Local Trusted Organisation (LTO) and the LDCVS as the WEM LTO provides a range of functions for the partnership. These include assistance with financial management, partnership working, training, grant administration, advice, insurance and public liability. Having helped them to complete their action plan in 2022, it has been incredible to see this resident-led partnership focus on making lasting positive change in their community. We have been amazed how this partnership have brought people together to collectively discuss strengths and issues in the community and come up with jointly produced solutions.

Lancaster District Community and Voluntary Solutions

COMPANY LIMITED BY GUARANTEE

Trustees Annual Report for the year ended 30 June 2023

Lancaster District VCFSE Leaders Forum

The leadership forum continued to meet monthly and work closer together so that we can genuinely unite the voice of the sector, help our communities grow and have a stronger and greater influence with our public, health and private sector partners at a district, regional and national level. Certainly, in the current climate, there has never been a greater interest in and focus on our role as providers, influencers and above all cultural changers. The forum focused on developing an action plan - a Memorandum of Understanding between the VCFSE sector and how our voluntary sector colleagues can strategically position and contribute to important conversations and decisions.

Lancaster District Health and Wellbeing Partnership Board

The Partnership was a mechanism for driving engagement and collaborative working between partners at a local level and provides a forum to discuss the strategic and operational co-ordination in the delivery of services. In this forum, chaired by our CEO, Yak Patel, the political, clinical, professional and community leaders from across our health and care system came together to deliver the strategic direction set by the Lancashire Health and Wellbeing Board in addition to our local actions to improve the health and wellbeing of our local populations and reduce health inequalities.

Community Safety Partnership

Lancaster District Community Safety Partnership continued throughout the year to address key safety issues in the district. Working with public, voluntary, community and private organisations, the CSP provided a co-ordinated response to a number of community safety issues such as domestic abuse, violent crime, community cohesion, hate crime, knife and gang crime, anti-social behaviour, and road safety.

Information and communication

Throughout the year we continued to focus on growing our audience across our communication channels and diversify our methods of communication. Our twitter audiences have grown, with an increase of 10%. We made steady progress with over 1000 followers to our Facebook account.

We published 48 editions of our weekly Bulletin to more than 700 subscribers, a very popular service among our members and stakeholders. The Bulletin connects groups to essential funding information and services. Information covered in these bulletins included local events and sector news, training and networking, health and wellbeing, job vacancies, funding information, policy updates, consultations and campaigning and news from local voluntary and community groups.

Financial review:

The total expenditure for the year was £879,675 (2022: £606,372) and income was £917,529 (2022: £705,148) giving a net operating profit of £37,854 (2022: £98,776) leaving funds carried forward to 2023-24 of £278,217 (2022-23: £240,363).

Our main source of funding for our core costs was the National Lottery (Community Fund). We also received funding from Lancaster City Council along with project funding from various sources to reach a total income from grants and contracts of £824,645 (2022: £646,707). Our income from services provided to other organisations was £88,445 (2022: £58,124).

The Trustees are aware that all funding streams remain under threat of reduction or withdrawal and they continue to diligently monitor the budget and work to establish new sources of funding.

Principal financial management policies adopted in the year:

A budget for the year was established and agreed prior to the beginning of the financial year and it was monitored and amended as necessary over the period.

Management accounts were prepared and presented regularly to the board of Trustees for their monitoring and analysis of income and expenditures against the budget.

Lancaster District Community and Voluntary Solutions

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Trustees Annual Report for the year ended 30 June 2023

Policies regarding spending authorities, operation of petty cash systems and payment of expenses are held by the Charity and are reviewed at intervals.

Reserves policy:

The Trustees believe that the Charity should hold financial reserves in order that it might meet anticipated future costs contingent liabilities and that it can continue to operate and meet the needs of users in the present uncertain funding environment. In consequence, they have, to date, set aside £55,000 for this purpose and intend to increase this amount when further general funds are available. The Trustees routinely review the amount that should be held in reserve to meet contractual commitments and running costs in the event of significant reductions or withdrawals of funding which may have a damaging effect on continued operations.

Principal funding sources:

The main sources of grant funding were the National Lottery (Community Fund) and Lancaster City Council, both core cost grants. We also generated income via the Bay Foundation (see above) in respect of grant administration on behalf of funders.

Investment policy and objectives:

Funds which are not required immediately are held in easily accessed interest bearing accounts. This was deemed most appropriate since grant and income streams are occasionally subject to delays.

Risk Management:

The trustees review the risks at regular intervals and set up procedures to mitigate those risks. The three main risks previously identified are the loss of major funding, insufficient trustees; and the loss of one or more key staff.

Subsidiaries: none to report

Plans for the future:

The Trustees are committed to growth of the organisation both in terms of scale and reach. We will continue to invest in effective infrastructure and our staff to maintain and improve the quality and range of services which we offer in our district.

To ensure that Lancaster District Community and Voluntary Solutions is robust and sustainable we will constantly review the strategic direction of our organisation. Funding is crucial to this and we continue to identify possible opportunities to ensure a diverse funding profile.

However, we note that without the financial support of our current funders we would not be able to deliver this vital service and would like to take this opportunity to thank The National Lottery (Community Fund) and Lancaster City Council. We would also like to thank any other/trust/organisation that has supported us, either financially or in other ways, throughout the year.

Finally:

The Trustee Board would like to thank our Chief Officer, all our staff and volunteers for their dedication, hard work and for ensuring a highly valued service is delivered to the communities across North Lancashire.

Responsibilities of the Trustees:

The Trustees (who are also the directors of Lancaster District Community and Voluntary Solutions for the purposes of Company Law) are responsible for preparing the Trustees Annual Report and the financial statements in accordance with applicable law and regulations.

Company Law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the charitable company and the income and expenditure of the charitable company for the year.

Lancaster District Community and Voluntary Solutions

COMPANY LIMITED BY GUARANTEE

Trustees Annual Report for the year ended 30 June 2023

In preparing these 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 accounting 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;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and 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 for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Small Company Provisions:

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

Signed on behalf of the Board of Trustees

Paul Jebb
Chair of Trustees

Approved by the Board on 18 January 2024

Lancaster District Community and Voluntary Solutions

COMPANY LIMITED BY GUARANTEE

Statement of Financial Activities (incorporating the Income and Expenditure account) for the year ended 30 June 2023

I report to the charity trustees on my examination of the accounts of the company for the year ended 30th June 2023 set out on pages 17 to 24.

Respective responsibilities of trustees and independent examiner

As the charity trustees of the company (and also, it's 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 independents examination. I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2022 ("the 2011 Act"). In carrying out my examination I have followed the Directors given by the Charity Commission under section 145(5)(b) of the 2011 Act.

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 matters have come to my attention in connection with the examination giving me 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 for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of 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.

.....
Damien Sissons BA FCA

Independent Examiner

The Old Court House
Clark Street
Morecambe
Lancashire
LA4 5HR

Date.....

Lancaster District Community and Voluntary Solutions

COMPANY LIMITED BY GUARANTEE

Statement of Financial Activities (incorporating the Income and Expenditure account) for the year ended 30 June 2023

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds £	Prior Year Funds £
Incoming Resources					
Charitable activities	2	280,963	543,682	824,645	646,707
Other trading activities	3	88,445	-	88,445	58,124
Other	4	4,431	8	4,439	317
Total		373,839	543,690	917,529	705,148
Resources Expended					
Charitable activities	6	288,017	591,658	879,675	606,372
Total		288,017	591,658	879,675	606,372
Net Income / (Expenditure)		85,822	(47,968)	37,854	98,776

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts related to continuing activities.

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

**Lancaster District Community and Voluntary Solutions
COMPANY LIMITED BY GUARANTEE**

Balance sheet at 30 June 2023

	<u>Notes</u>	<u>2023</u> £	<u>2022</u> £
Fixed assets			
Tangible assets	9	-	1,143
Current assets			
Debtors	11	570	22,883
Cash at bank and in hand	10	556,751	543,475
		557,321	566,358
Creditors: amounts falling due within one year	12	(279,104)	(327,138)
		278,217	239,220
Net current assets		278,217	239,220
Total assets less current liabilities		278,217	240,363
Funds			
Unrestricted funds	14	911	(84,911)
Restricted income funds	14	277,306	325,274
Total Funds		278,217	240,363

For the financial year ended 30 June 2022 the company was entitled to exemption from audit under section 477 Companies Act 2006 relating to small companies.

No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these financial statements under the requirements of the Companies Act 2006.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and if its profit or loss for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

Approved by the members of the committee on 18 January 2024 and signed on its behalf.

Paul Jebb – Chair of Trustees

Company Registration No: 06743623

The notes on pages 19 to 24 form part of these financial statements.

Lancaster District Community and Voluntary Solutions

COMPANY LIMITED BY GUARANTEE

Income and expenditure account for the year ended 30 June 2023

1 Accounting policies

Basis of accounting

The financial statements of the Charity have been prepared under the historical cost convention and in accordance with applicable United Kingdom accounting standards, the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in March 2005 (SORP 2005) and the Companies Act 2006, and in accordance with the Financial Reporting Standard applicable in the UK (Charities SORP (FRS102)).

Incoming resources

Grants Receivable

Grants, including grants for the purchase of fixed assets, are recognised in full in the Statement of Financial Activities in the period in which they are receivable, except for those grants which are for a future specific period, in which case the relevant amount is deferred to that period.

Other income

Other income is recognised in full in the Statement of Financial Activities in the year in which it is receivable.

Resources expended

Expenditure is recognised on an accruals basis as a liability when it is incurred.

Expenditure includes any relevant VAT.

Grants payable are payments made to community groups from specific funding and are accounted for when the grant is awarded.

Charitable expenditure

Charitable expenditure comprises those costs incurred by the Charity in the delivery of its activities and services. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs

Governance costs include those costs associated with meeting constitutional and statutory requirements of the charity.

Allocation of costs

All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Some costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, e.g. estimated usage, as set out in Note 6.

Employee benefits

The costs of employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received. 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.

Pension Scheme

The charity operates a defined contribution pension scheme. Pension costs charged in the Statement of Activities represent the contribution payable by the charity in the year.

Operating leases

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the SOFA in the year in which they accrue.

Fund accounting

Unrestricted funds comprise those funds which the Trustees are free to use in accordance with charitable objects.

Lancaster District Community and Voluntary Solutions

COMPANY LIMITED BY GUARANTEE

Income and expenditure account for the year ended 30 June 2023

Designated funds are those funds set aside by the Trustees out of the unrestricted general funds for specific future purposes or projects.

Restricted funds are funds which have been given for particular purposes and projects.

Transfers to unrestricted funds from restricted funds represent the amounts earned by the Charity by way of management and consultancy fees. Or other transfers as permitted by the relevant funding agreements,

Depreciation of tangible fixed assets

Depreciation is provided on all tangible fixed assets at rates calculated to write off the full cost or valuation less estimated residual value of each asset over its estimated useful life. The principal rates in use are:

Equipment, fixtures and fittings	20% reducing balance
Computer equipment	100% on cost

2 Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds £	Prior Year Funds £
Grants and contracts	280,963	543,682	824,645	646,707

3 Other trading activities

	Unrestricted Funds £	Restricted Funds £	Total Funds £	Prior Year Funds £
Grant administration	66,788	-	66,788	49,841
Accounting support & Independent Examinations	2,470	-	2,470	2,315
Payroll services	4,876	-	4,876	3,837
Office services	458	-	458	490
Room rent	-	-	-	203
DB checks	1,974	-	1,974	1,228
Donation	11,879	-	11,879	-
Funding Fair	-	-	-	210
	88,445	-	88,445	58,124

4 Other

	Unrestricted Funds £	Restricted Funds £	Total Funds £	Prior Year Funds £
Bank interest	4,431	8	4,439	317

Lancaster District Community and Voluntary Solutions

COMPANY LIMITED BY GUARANTEE

Income and expenditure account for the year ended 30 June 2023

5 Taxation

LDCVS is a registered charity. All the company's income is applied to its charitable activities and the company is therefore exempt under current legislation from most forms of taxation. (CTA 210s 475/476, 486 & 488 and ITA 2007 S532 & 534).

6 Resources expended

Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds £	Prior Year Funds £
Salaries	219,748	-	219,748	145,294
Employer NIC	11,510	-	11,510	408
Training expenses	1,200	-	1,200	513
Office costs	1,686	-	1,686	2,541
Premises	11,724	-	11,724	7,804
Staff expenses	2,692	-	2,692	-
Christmas Staff Party	-	-	-	210
Governance	389	-	389	42
Events & training	4,805	-	4,805	896
Accounting services	1,116	-	1,116	960
DB checks	1,173	-	1,173	759
Marketing and publicity	601	-	601	-
Investment and setup	2,088	-	2,088	-
Equipment depreciation	2,151	-	2,151	1,241
Bank charges	60	-	60	96
Insurance renewal	1,102	-	1,102	1,014
Payroll software renewal	187	-	187	180
Membership annual charges	1,374	-	1,374	582
Website hosting	-	-	-	78
LCC Football project	-	-	-	350
CYA residential	6,491	-	6,491	-
Others	167	-	167	-
Communities together	2,993	-	2,993	-
PHIF	14,760	-	14,760	-
Management fees	-	66,788	66,788	-
Grant expenditure	-	524,870	524,870	443,404
	288,017	591,658	879,675	606,372

7 Staff costs and emoluments

Total staff costs were as follows:

	2023 £	2022 £
Wages and salaries	209,402	138,640
Pension costs	10,346	6,654
	219,748	145,294

Lancaster District Community and Voluntary Solutions

COMPANY LIMITED BY GUARANTEE

Income and expenditure account for the year ended 30 June 2023

No employee received emoluments of more than £60,000 during the year. Directors are not remunerated. There were no out of pocket expenses claimed by the Directors in the year.

8 Employees

The average monthly number of persons (including directors) employed by the Charity during the year was:

	2023 Number	2022 Number
Total	8	6

9 Tangible fixed assets

	Computer Equipment £	Equipment £	Total £
Cost			
At 01 July 2022	40,477	26,360	66,837
Additions	1,008	-	1,008
Disposals	-	-	-
As at 30 June 2023	41,485	26,360	67,845
Depreciation			
At 01 July 2022	39,334	26,360	65,694
Charge for year	2,151	-	2,151
Eliminated	-	-	-
As at 30 June 2023	41,485	26,360	67,173
Net Book Value			
At 30 June 2023	-	-	-
At 30 June 2022	1,143	-	1,143

10 Cash at bank and in hand

	Total Funds £	Prior Year Funds £
Caf Gold	276,355	216,046
Caf Cash	3,093	2,155
Caf Gold – restricted – client funds – on behalf of charitable funders	276,466	323,435
Caf Street Aid – held funds on behalf of Street Aid Charity	837	1,839
	556,751	543,475

The Caf Reserves and Street Aid - clients balance represents funds held on behalf of smaller charitable funders – see note 12.

Lancaster District Community and Voluntary Solutions

COMPANY LIMITED BY GUARANTEE

Income and expenditure account for the year ended 30 June 2023

11 Debtors

	Unrestricted Funds £	Restricted Funds £	Total Funds £	Prior Year Funds £
NHS Morecambe CCG	-	-	-	5,280
Lancaster Music Festival	-	-	-	140
Let's Be Friends	-	-	-	70
Prop Up Project	-	-	-	35
Lancaster City Council	-	-	-	3,858
Blackburn CVS	-	-	-	13,500
Barton Road	200	-	200	-
Global Link	35	-	35	-
Piccadilly Gardens	35	-	35	-
Guy and Penn Insurance	300	-	300	-
	570	-	570	22,883

12 Creditors: amounts falling due within one year

	Unrestricted Funds £	Restricted Funds £	Total Funds £	Prior Year Funds £
LMC (Rent)	842	-	842	904
Independent examiner	960	-	960	960
Held funds	-	277,302	277,302	325,274
	1,802	277,302	279,104	327,138

The Charity continues to hold funds on behalf of a number of funders for onward distribution to the sector. The funds held at 30 June 2023 amounted to £277,302 (2022: £325,274).

13 Commitments under operating leases

The company entered into a new rental agreement, for a 12-month period from 1st June 2023 that results in commitments under non- cancellable operating leases as set out below:

	Other items £
Operating leases which expire:	
Within 1 year	10,104
Within 2 to 5 years	-
After more than 5 years	-
	<u>10,104</u>

**Lancaster District Community and Voluntary Solutions
COMPANY LIMITED BY GUARANTEE**

Income and expenditure account for the year ended 30 June 2023

14 Analysis of funds

	At 01 July 2022 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 30 June 2023 £
Unrestricted funds					
General funds	(139,911)	373,839	(288,017)	-	(54,089)
Designated funds	55,000	-	-	-	55,000
Restricted funds – represents monies held on behalf of charitable funders	325,274	543,690	(591,658)	-	277,306
Total funds	240,363	917,529	(879,675)	-	278,217

The Trustees at 30 June 2023 have designated £55,000 (2022: £55,000) for potential future redundancy costs per the Charity's reserve policy,

15 Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total £	Prior Year Total £
Fixed assets	-	-	-	1,143
Current assets	280,019	277,302	557,321	566,358
Current liabilities	(1,802)	(277,302)	(279,104)	(327,138)
	278,217	-	278,217	240,363