

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)**

**FOR THE YEAR ENDED 31 MARCH 2025**

	Notes	2025			2024		
		Unrestricted Funds £	Restricted Funds £	Total £	Unrestricted Funds £	Restricted Funds £	Total £
<b>Income and endowments from:</b>							
Donations and legacies	2	-	-	-	-	-	-
Charitable Activities	4	274,166	181,762	455,928	292,712	256,463	549,175
Other Trading Activities	3	157,431	-	157,431	109,718	-	109,718
Investment Income		4,093	-	4,093	-	-	-
<b>Total</b>		435,690	181,762	617,452	402,430	256,463	658,893
<b>Expenditure on:</b>							
Charitable Activities	6	304,126	195,780	499,906	294,080	196,579	490,659
Other Trading Activities	6	88,824	-	88,824	88,447	-	88,447
<b>Total</b>		392,950	195,780	588,730	382,527	196,579	579,106
<b>Net Income/(Outgoing)</b>		42,740	(14,018)	28,722	19,903	59,884	79,787
<b>Transfers</b>		-	-	-	-	-	-
<b>Net movement in funds</b>		42,740	(14,018)	28,722	19,903	59,884	79,787
<b>Reconciliation of funds</b>							
<b>Total funds brought forward</b>		288,149	93,108	381,257	268,246	33,224	301,470
<b>Total funds carried forward</b>		330,889	79,090	409,979	288,149	93,108	381,257

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

All income and expenditure derive from continuing activities.

The notes on pages 22 to 32 form part of these accounts.

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT) OF THE CHARITY ALONE**

**FOR THE YEAR ENDED 31 MARCH 2025**

	Notes	2025			2024		
		Unrestricted Funds £	Restricted Funds £	Total £	Unrestricted Funds £	Restricted Funds £	Total £
<b>Income and endowments from:</b>							
Donations and legacies	2	68,607	-	68,607	21,271	-	21,271
Charitable Activities	4	274,166	181,762	455,928	292,712	256,463	549,175
Investment Income		4,093	-	4,093		-	-
<b>Total</b>		346,866	181,762	528,628	313,983	256,463	570,446
<b>Expenditure on:</b>							
Charitable Activities	6	304,126	195,780	499,906	294,080	196,579	490,659
<b>Total</b>		304,126	195,780	499,906	294,080	196,579	490,659
<b>Net Income/(Outgoing)</b>		42,740	(14,018)	28,722	19,903	59,884	79,787
<b>Transfers</b>		-	-	-	-	-	-
<b>Net movement in funds</b>		42,740	(14,018)	28,722	19,903	59,884	79,787
<b>Reconciliation of funds</b>							
<b>Total funds brought forward</b>		288,149	93,108	381,257	268,246	33,224	301,470
<b>Total funds carried forward</b>		330,889	79,090	409,979	288,149	93,108	381,257

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

All income and expenditure derive from continuing activities.

The notes on pages 22 to 32 form part of these accounts.

**CONSOLIDATED BALANCE SHEET**

**AS AT 31 MARCH 2025**

	Notes	2025 £	2024 £
<b>Fixed assets</b>			
Tangible assets	9	-	351
<b>Current assets</b>			
Debtors	10	26,876	76,257
Cash at bank and in hand		514,384	363,803
		<u>541,260</u>	<u>440,060</u>
<b>Creditors: amounts falling due within one year</b>	11	<u>(131,281)</u>	<u>(59,154)</u>
<b>Net current assets</b>		<u>409,979</u>	<u>380,906</u>
<b>Total assets less current liabilities</b>		<u>409,979</u>	<u>381,257</u>
<b>Funds</b>			
Restricted funds	12	79,090	93,108
Unrestricted Funds - General	13	331,707	288,389
Unrestricted Funds - Designated	13	<u>(818)</u>	<u>(240)</u>
<b>Total funds</b>		<u>409,979</u>	<u>381,257</u>

These financial statements have been prepared in accordance with the provisions applicable to small companies. The financial statements were approved by the directors on 22/10/2025.



**Mr Declan Cunnane**  
**Trustee**  
**Date:** 22/10/2025



**Mrs Jacinta Linden**  
**Trustee**  
**Date:** 22/10/2025

**Company registration number**      **NI037439**

The notes on pages 22 to 32 form part of these accounts.

## CHARITY BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £	2024 £
<b>Fixed assets</b>			
Tangible assets	9	-	351
<b>Current assets</b>			
Debtors	10	138,397	164,328
Cash at bank and in hand		392,227	268,283
		<u>530,624</u>	<u>432,911</u>
<b>Creditors: amounts falling due within one year</b>	11	<u>(120,645)</u>	<u>(51,705)</u>
<b>Net current assets</b>		<u>409,979</u>	<u>380,906</u>
<b>Total assets less current liabilities</b>		<u>409,979</u>	<u>381,257</u>
<b>Funds</b>			
Restricted funds	12	79,090	93,108
Unrestricted Funds - General	13	331,707	288,389
Unrestricted Funds - Designated	13	<u>(818)</u>	<u>(240)</u>
<b>Total funds</b>		<u>409,979</u>	<u>381,257</u>

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Date: 22/10/2025

**Company registration number**      **NI037439**

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**CONSOLIDATED STATEMENT OF CASH FLOWS**

		2025		2024	
	Notes	£	£	£	£
<b>Cash flows from operating activities</b>					
Cash generated from operations	17		<u>150,581</u>		<u>25,043</u>
<b>Investing activities</b>					
Purchase of tangible fixed assets			-		-
<b>Net cash (used in)/generated from investing activities</b>			-		-
			=====		=====
<b>Net cash used in financing activities</b>					
			=====		=====
<b>Net increase/(decrease) in cash and cash equivalents</b>			150,581		25,043
Cash and cash equivalents of beginning of year			<u>363,803</u>		<u>338,760</u>
<b>Cash and cash equivalents at end of year</b>			<u>514,384</u>		<u>363,803</u>
<b>Relating to:</b>					
Bank balances and short term deposits			<u>514,384</u>		<u>363,803</u>

## NOTES TO THE ACCOUNTS

### 1 ACCOUNTING POLICIES

#### (a) Accounting convention

These financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards, the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" effective January 2015 and FRS 102 "The Financial Reporting Standard Applicable in the UK and Republic of Ireland", and the Companies Act 2006. The principal accounting policies, judgments and key sources of estimation uncertainty are set out below.

The directors consider that these accounting policies are suitable, have been consistently applied and are supported by reasonable and prudent judgement and estimates.

#### Group financial statements

These financial statements consolidate the results of the Charity and the trading company CO3 Enterprises Ltd on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Accounts for the Charity alone has been presented on page 18.

#### (b) Preparation of accounts on a going concern basis

The trustees have prepared budgets and cash flows for a period of at least twelve months from the date of the approval of the financial statements. Having considered the circumstances, the trustees consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the company is unable to continue as a going concern.

#### (c) Income and endowments

Income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Grants, including capital grants, from the government and other agencies have been included as income from activities in furtherance of the charity's objects where these amount to a contract for services, but included as donations where the money is given in response to an appeal or with greater freedom of use, for example, government block grants. Donated facilities are included at the value to the charity where this can be quantified and a third party is bearing the cost. No amounts are included in the financial statements for services donated by volunteers.

#### (d) Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis, exclusive of any VAT which can be recovered.

Certain expenditure is directly attributable to specific activities and has been included in those cost categories. Certain other costs, which are attributable to more than one activity, are apportioned across cost categories on the basis of an estimate of the proportion of time spent by staff on those activities.

## NOTES TO THE ACCOUNTS (CONTINUED)

### (e) Depreciation of Fixed assets

Tangible fixed assets are initially valued at cost to acquire or construct, including costs directly attributable to bringing the asset into working condition for its intended use, and net of any VAT recoverable. At each balance sheet date, the carrying amounts of tangible assets are reviewed to determine whether there is an indication that those assets have suffered an impairment loss. Where the carrying value exceeds the estimated recoverable amount (being the greater of fair value less costs to sell and value-in-use), an impairment loss is recognised by writing down the assets cash-generating units to their recoverable amount. An impairment loss is recognised immediately in the profit and loss. Any reversal of a previous impairment loss is similarly recognised immediately in the profit and loss.

Depreciation on the assets of the company is provided on the cost of the assets, calculated at annual rates estimated to write off each asset over the term of its useful life. The rates in use are as follows:

Fixtures, fittings and equipment	-	3 years straight line
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### (f) Impairment of fixed assets

At each reporting end date, the group and the parent charitable company review the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the group and the parent charitable company estimate the recoverable amount of the cash-generating unit to which the asset belongs.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

## NOTES TO THE ACCOUNTS (CONTINUED)

### (g) Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term liquid investments with original maturities of three months or less.

### (h) Pension Scheme

The company provides a defined contribution pension scheme, the assets of which are held separately from those of the company in an independently administered fund. Contributions to this scheme are charged to the profit and loss account as they become payable.

### (i) Fund accounting

Funds held by the charity are either:

- Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- Designated funds – these are funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects.
- Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when the funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

### (j) Financial assets

The group and the parent charitable company have elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial assets are recognised in the group's and the parent charitable company's statement of financial position when the group and the parent charitable company become party to the contractual provisions of the instrument.

Financial assets are classified into specified categories. The classification depends on the nature and purpose of the financial assets and is determined at the time of recognition.

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Other financial assets classified as fair value through profit or loss are measured at fair value.

#### *Loans and receivables*

Trade debtors, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method, less any impairment.



## NOTES TO THE ACCOUNTS (CONTINUED)

Interest is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial. The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating the interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the debt instrument to the net carrying amount on initial recognition.

### *Impairment of financial assets*

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in profit or loss.

### *Derecognition of financial assets*

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

## **(k) Financial liabilities**

Basic financial liabilities are initially measured at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Other financial liabilities classified as fair value through profit or loss are measured at fair value.

### *Other financial liabilities*

Other financial liabilities are initially measured at fair value, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability to the net carrying amount on initial recognition.

### *Derecognition of financial liabilities*

Financial liabilities are derecognised when, and only when, the group's and parent charitable company's obligations are discharged, cancelled, or they expire.

## **(l) Taxation**

As a registered charity, CO3 Chief Officers Third Sector is not liable to either Income Tax or Corporation Tax.

## **(m) Critical accounting estimates and judgements**

In the application of the group's and parent charitable company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources.

## NOTES TO THE ACCOUNTS (CONTINUED)

The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are outlined below.

### *Tangible fixed assets*

Tangible assets are depreciated over their useful lives taking into account residual values where appropriate. The actual lives of the assets are assessed annually and may vary depending on a number of factors. In reassessing asset lives factors such as maintenance programmes are taken into account. Residual value assessments consider issues such as the remaining live of the asset and the estimated value in use.

## 2 DONATIONS AND LEGACIES

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
<b>Unrestricted</b>				
Donations	-	-	68,607	21,271
	-	-	68,607	21,271

## 3 INCOME FROM OTHER TRADING ACTIVITIES

	Group		Company	
	2025	2024	2025	2024
	£	£	£	£
<b>Unrestricted</b>				
Recruitment Services Income	150,146	105,909	-	-
VAT FRS Benefit	7,285	3,809	-	-
	157,431	109,718	-	-

## NOTES TO THE ACCOUNTS (CONTINUED)

### 4 INCOME FROM CHARITABLE ACTIVITIES

	2025			2024		
	Unrestricted Funds £	Restricted Funds £	Total £	Unrestricted Funds £	Restricted Funds £	Total £
Membership Income	54,654	-	54,654	98,774	-	98,774
Income from Events	175,221	-	175,221	179,422	-	179,422
Other	37,291	-	37,291	8,516	-	8,516
<u>Performance Related Grants:</u>						
DSD – VCU – Regional						
Infrastructure Support Programme	-	35,679	35,679	-	32,018	32,018
Halifax Foundation	-	9,043	9,043	-	-	-
NIHC	-	59,087	59,087	-	-	-
SIG	-	-	-	-	67,850	67,850
National Lottery	-	-	-	-	99,845	99,845
Dormant	-	30,000	30,000	-	47,500	47,500
Dormant - ATR	-	32,203	32,203	-	-	-
UGV Ltd	-	15,750	15,750	-	9,250	9,250
Other	7,000	-	7,000	6,000	-	6,000
	<u>274,166</u>	<u>181,762</u>	<u>455,928</u>	<u>292,712</u>	<u>256,463</u>	<u>549,175</u>

### 5 STAFF COSTS AND NUMBERS

	Group		Company	
	2025 £	2024 £	2025 £	2024 £
Wages and salaries	274,533	259,016	223,961	206,636
Social security costs	31,936	20,188	26,498	14,501
Other pension costs	27,825	16,408	23,154	12,170
	<u>334,294</u>	<u>295,612</u>	<u>273,613</u>	<u>233,307</u>

The average number of persons employed by the company (excluding Directors) during the year was as follows:

	Group		Company	
	2025 £	2024 £	2025 £	2024 £
Charitable activities	8	8	7	7
	<u>8</u>	<u>8</u>	<u>7</u>	<u>7</u>

There was one employees whose annual remuneration was £70,000 or more (2024: 1)

The total amount of employee benefits received by key management personnel in the period was £75,302 (2024: £78,725). The key management personnel of the Company comprises 1 member of staff (2024: 1); the CEO.

## NOTES TO THE ACCOUNTS (CONTINUED)

### 6 EXPENDITURE

#### Analysis of resources expended

	2025	2024
	£	£
Member Development and Events	145,289	167,982
Miscellaneous	432	75
	<u>145,721</u>	<u>168,057</u>
Share of support costs (see breakdown below)	338,603	300,236
Share of governance costs (see breakdown below)	15,582	22,366
Other Trading Activities	88,824	88,447
	<u>588,730</u>	<u>579,106</u>
<b>Analysis by fund</b>		
Unrestricted funds	392,950	382,527
Restricted funds	195,780	196,579
	<u>588,730</u>	<u>579,106</u>

#### Analysis of support & governance costs

	2025	2024
	£	£
Staff Costs	273,613	233,307
Depreciation	351	524
Rent	24,345	26,542
Insurance	1,081	2,119
Telephone	1,949	2,403
Bank Charges	1,298	1,061
Web and IT Costs and Subscriptions.	13,050	12,715
Sundry Costs	6,006	5,749
Equipment Hire	-	506
Postage, Printing and Stationery	3,798	4,092
Associate Membership Fees	1,952	2,578
Recruitment costs	11,160	8,640
Governance cost	15,582	22,366
	<u>354,185</u>	<u>322,602</u>

## NOTES TO THE ACCOUNTS (CONTINUED)

### 7 NET INCOMING RESOURCES FOR THE YEAR

This is stated after charging

	2025	2024
	£	£
Depreciation	351	524
Auditors remuneration	<u>2,900</u>	<u>2,900</u>

### 8 INCOME FROM TRADING ACTIVITIES

CO3 Chief Officers Third Sector is the sole member of CO3 Enterprises Ltd (company number NI652430). The summary financial performance of the subsidiary alone is:

	2025	2024
	£	£
Turnover	157,431	109,718
Expenditure	<u>(157,431)</u>	<u>(109,718)</u>
Net Profit/(Loss)	-	-

### 9 TANGIBLE FIXED ASSETS

#### Group and Company

	<b>Fixtures and fittings £</b>
<b>Cost</b>	
At 1 April 2024	14,781
Additions	-
At 31 March 2025	<u>14,781</u>
<b>Depreciation and impairment</b>	
At 1 April 2024	14,430
Depreciation charged in the year	351
At 31 March 2025	<u>14,781</u>
<b>Carrying amount</b>	
At 31 March 2025	<u>-</u>
At 31 March 2024	<u>351</u>

## NOTES TO THE ACCOUNTS (CONTINUED)

### 10 DEBTORS

	Group		Charitable Company	
	2025	2024	2025	2024
	£	£	£	£
Trade debtors	26,876	66,270	3,248	47,324
Amounts owed by subsidiary undertaking	-	-	135,149	107,017
Prepayments and accrued income	-	9,987	-	9,987
	<u>26,876</u>	<u>76,257</u>	<u>138,397</u>	<u>164,328</u>

Amounts owed by subsidiary undertaking are unsecured, interest free, have no fixed date of repayment and are repayable on demand.

### 11 CREDITORS: amounts falling due within one year

	Group		Charitable Company	
	2025	2024	2025	2024
	£	£	£	£
Deferred income	53,221	27,125	53,221	27,125
Trade creditors	47,993	3,469	44,896	2,994
Other creditors	9,636	9,802	2,097	2,828
Accruals	20,431	18,758	20,431	18,758
	<u>131,281</u>	<u>59,154</u>	<u>120,645</u>	<u>51,705</u>

### 12 RESTRICTED FUNDS OF THE CHARITY

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	Balance at 1 April 2024	Movement in Incoming	Resources Outgoing	Transfer of Funds	Balance at 31 March 2025
	£	£	£	£	£
NIHC	-	59,087	(13,302)	-	45,785
SIG	19,735	-	(19,735)	-	-
Halifax	-	9,043	(2,976)	-	6,067
Dormant – ATR	-	32,203	(5,258)	-	26,945
Dormant	13,569	30,000	(43,276)	-	293
UGV Ltd	4,005	15,750	(19,755)	-	-
RISP	-	35,679	(35,679)	-	-
National Lottery Community Fund	55,799	-	(55,799)	-	-
<b>Total funds</b>	<b>93,108</b>	<b>181,762</b>	<b>(195,780)</b>	<b>-</b>	<b>79,090</b>

## NOTES TO THE ACCOUNTS (CONTINUED)

### 13 UNRESTRICTED FUNDS OF THE CHARITY

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes

	Balance at 1 April 2024	Movement in Incoming	Resources Outgoing	Transfer of Funds	Balance at 31 March 2025
	£	£	£	£	£
<b>Unrestricted Funds</b>					
General Unrestricted Funds	288,389	260,469	(217,151)	-	331,707
Educational Ringfencing	(240)	175,221	(175,799)	-	(818)
<b>Total funds</b>	<b>288,149</b>	<b>435,690</b>	<b>(392,950)</b>	<b>-</b>	<b>330,889</b>

### 14 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Tangible Fixed Assets	Other Net Assets	Total
	£	£	£
<b>Restricted funds</b>	-	79,090	79,090
<b>Unrestricted funds</b>	-	330,889	330,889
	-	409,979	409,979

### 15 RELATED PARTIES

Included in debtors as at 31 March 2025 is a balance of £135,149 (2024: £107,017) in respect of monies owed from CO3 Enterprises Ltd. CO3 Chief Officers Third Sector is the sole member of CO3 Enterprises Ltd.

### 16 EVENTS AFTER THE REPORTING DATE

There have been no material events, occurring after the reporting date that require adjustments to or disclosure in the financial statements.

NOTES TO THE ACCOUNTS (CONTINUED)

17 RECONCILIATION OF OPERATING SURPLUS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025	2024
	£	£
Net incoming resources for the year	28,722	79,787
Depreciation	351	524
Increase/(decrease) in creditors	72,127	(32,527)
Decrease/(increase) in debtors	49,381	(22,741)
<b>Net cash inflow/(outflow) from operating activities</b>	<b>150,581</b>	<b>25,043</b>