



**Rannoch Community Trust  
Limited**

**Annual Report and Financial Statements  
For the Year to 31 March 2019**

# **Rannoch Community Trust**

## **Report of the trustees for the year to 31 March 2019**

The trustees are pleased to present their annual directors' report together with the financial statements of the charity for the year ended 31 March 2019 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006, the Memorandum and Articles of Association, and 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).

### **Chairman's Report**

With quiet determination the RCT has pushed through a difficult year quietly forging ahead with the delivery of the community's plan "Our Rannoch".

Whilst funding dried up for our project officers, David and Gill, a year ago, both have helped out on a voluntary basis where possible to keep things ticking over. For that and their previous paid work, I thank them both on all our behalf. Sources of funding are very oversubscribed on a national level causing challenges for organisations such as ours, however we are confident that we have eventually secured matched funding from the Gannochy Trust and Leader that will help to progress current and future projects, subject to the Scottish Government extending funding to Leader. During the year, Kate Duncan was appointed as a trustee on 6 September 2018 and she been a valuable member of the Board since joining. Bob Benson resigned as a trustee on 30 January 2019 and we wish to thank Bob for all his efforts since inception of RCT.

RCT has helped many of the smaller organisations in the area, for example Paths group, Little Acorns, Rannoch Village Hall and hospital drivers to continue their own excellent and valuable work by providing the structured organisation through which they can process funds, apply for grants etc. This is a key and strategic role that RCT can provide for the community.

The work we do to facilitate the smaller groups in Rannoch is important and fundamental in the continued development of our community. Those who volunteer and organise these many and diverse groups must be recognised and thanked for their tireless work. RCT's function is to assist where it can, adding weight where needed with the authorities and providing the formal structure that is so often required in today's world. We have however remained focussed on some of the bigger and more difficult challenges that face us as a community.

### **Broadband**

Within the last few months the Kinloch Rannoch exchange (632) has now been fully upgraded to Fibre To The Cabinet (FTTC). You can hopefully expect speeds up to 30Mb all depending upon your distance from the exchange. The RCT representatives for Broadband (Gordon & Ali) have now met a few times with the 633 Association (headed up by David Friskney and Alex Grosset). We are focussing all our combined attention now to ensuring the properties around the loch (632 but not covered by distance from the exchange and all on the 633 exchange) can benefit from superfast broadband. The group has met with Ian Bailey who is currently undertaking feasibility studies on how quickly we can make this happen. We will be exploring all avenues including using existing overhead cables. Once the analysis has been completed we will report all findings to households in the area.

### **We Care- Community Befriender Project**

The project funded by NHS Tayside Community Innovation Fund was successfully established and the Community Befriender, Tricia Burgon, has been working with individuals, their families and friends to help provide support with identified needs. The project has made links with local organisations and relevant groups in the wider community. Tricia organised meetings, training sessions and visited similar projects.

Tricia ended her role as Community Befriender at the end of June 2019. We would like to thank Tricia for all her work as the Community Befriender and also Sandra Winter for the support she gave to the development of the project.

The project is now in the final stage of the project-reviewing, reporting, looking at future possibilities and preparing for a presentation to a CIF event later in the year by We Care and Tricia. The project is due to complete at the end of September.

The Community Befriender project was part of programme on Rural Isolation on Heartland FM local radio series about Health and Wellbeing and has recently been re-broadcast. For Further information contact Sandra Winter [sandrawinter43@gmail.com](mailto:sandrawinter43@gmail.com) .

### **Community housing**

RCT have recently commissioned a feasibility study on the possibility that the old Bunrannoch Hotel site could be purchased by the community for a housing project meeting the needs and aspirations of our community. This is a challenging and exciting initiative which can be fully appraised once the feasibility is concluded. Many thanks go to Derek Logie of Rural Housing Scotland and David Lyon for their work securing initial funding for the study which will determine the viability and future of the project. There will be a community consultation on the plans for the project and further community input into the residents' criteria should the project be feasible.

### **Community Hub**

The community's biggest aspiration when we sought opinions of what was needed in the village was a social hub / pub / meeting space, having lost the facilities of the Stables Bar in the Dunalastair Hotel. RCT is now exploring the possibility of an asset transfer of the Rannoch Outdoor Centre to the community from Perth and Kinross Council. This, we hope, may give us the village pub and other leisure and business facilities we currently lack. The asset transfer is a long process of which we are at the beginning and the community will continue to be consulted as the project progresses.

Progress is not always glaringly apparent, and I would thank those that month after month, week after week, tirelessly give up their free time to further the quality of life for all of us in Rannoch. From the Board of RCT to the many volunteers in our community thank you and please continue the great work that you do.

**Richard Barclay**  
**Chairman**  
**11 August 2019**

# **Rannoch Community Trust**

## **Report of the trustees for the year to 31 March 2019**

### **Our purposes and activities**

The purposes of the charity, in summary, are:

- the advancement of community development;
- the relief for those in need by reason of age, ill-health, financial hardship or other disadvantage;
- the provision of recreational facilities or organization of recreational activities;
- the promotion of environmental protection or improvement for the public benefit; and
- the advancement of the arts, heritage, culture or science.

The initial strategies employed to achieve the charity's aims and objectives are described in the Chairman's statement.

### **Our volunteers**

The Trust is involved in the community and relies on voluntary help. Over 20 volunteers have assisted us and most volunteers are members of the company.

### **Financial review**

The Trust had a pleasing start as a charity with financial support from Innerhadden Hydro, Perth & Kinross Council, Leader Funding and NHS Tayside. The support of government authorities and other charitable funders is essential to the future of Rannoch Community Trust.

### **Going concern**

The trustees are endeavoring to ensure the financial security of the Trust for the next 12 months and await the outcome of grant applications. However, the trustees are of the view that the Trust is a going concern.

### **Trustees' responsibilities in relation to the financial statements**

The charity trustees (who are also the directors of the Rannoch Community Trust for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## **Key management personnel**

### **Trustees:**

The directors of the charitable company (the charity) are its trustees for charity law. The trustees and officers serving during the period under review and since the period end were as follows:

#### **Richard Barclay, Chairman**

Richard owns and runs Innerhadden Estate and Innerhadden Hydro in Kinloch Rannoch. Richard is a director of the Sandend Harbour Trust and sits on various national venison strategy groups. Richard and his family are the third generation of his family to make Rannoch their home.

#### **Gordon Brown**

Gordon has always lived and worked in Kinloch Rannoch, on leaving school at the age of 18 joined the family business, J & P Brown & Sons and along with his wife, Anne, now run the business including the local taxi firm and is one of the DRT2 (Rannoch Dial a Bus) operators. He was a member of the local volunteer Fire service for 40 years (25 as crew manager) and is Club secretary of Rannoch and District Angling Club.

#### **Kate Duncan (appointed 6 September 2018)**

Kate is a PR and marketing consultant working with Scottish rural businesses, she sits on the Rannoch Highland Gathering Committee and represents RCT in various capacities around Rannoch. Kate grew up in Rannoch and always considered it very much as home throughout her years working in London and abroad. Kate and Andrew returned to West Tempar full time in 2018, and are managing the farm and developing business opportunities.

#### **Barry Foley**

Barry retired after a long career working in and for Health and Health Education in clinical, Management and Education senior/Director roles. He has recently completed a 4 year appointment as a non-executive Director/Trustee Board member of the Lancashire Women's Centre's and until January was a member of the CMI Scotland Board and locally is Vice-chair of Loch Rannoch Conservation Association. Barry has lived in Rannoch for over 4 years and was regular visitor prior to this.

#### **David Holland, Finance and Secretary**

David is a chartered accountant and company secretary and has worked in financial services for 30 years. He was Head of Fund Accounting at an investment firm in Edinburgh until 30 April 2019 and has now relocated to Rannoch. David is responsible for all finance and legal aspects of the charity.

#### **Alistair Penman**

Ali is a web designer and developer working for a small business based in Pitlochry. He came to Kinloch Rannoch for one month 16 years ago and is still here! He is also the Kinloch Rannoch Village Hall Secretary, Recreation Club Secretary and organises many social events within the village. He confesses to being a dab hand at fixing the local's computers!

### **Project officers:**

#### **Gill Law**

Gill comes from a background in the Voluntary Sector and has broad-based funding and project development experience and in the past two years has also worked with other Community Trusts on the Scottish mainland and with Island communities in Argyll and Bute.

#### **David Lyon**

David initially worked in the voluntary sector supporting tenants and resident's federations in Manchester and Fife but has spent the last 20 years in local government working in housing, environment and transport.

## **Structure, Governance and Management**

### ***Governing Document***

Rannoch Community Trust is a company limited by guarantee governed by its Memorandum and Articles of Association dated 12 January 2017. It is registered as a charity with the Scottish Charity Regulator. Anyone can become a member of the Company, subject to the Company's Articles of Association, and there are currently around 110 members, each of whom agrees to contribute £1 in the event of the charity winding up. The Trustees welcome all local residents to become members of the Trust.

### ***Appointment and Resignation of trustees***

During the year, Kate Duncan was appointed on 6 September 2018 and Bob Benson resigned on 30 January 2019. The trustees are, subject to the recommendation of the Board, re-elected annually by the members of the company at the Annual General Meeting. The trustees have the power to co-opt directors to fill specialist roles though no more than one third of the Board shall consist of co-opted directors. The Board must also consist of three to twelve directors.

Members are invited to nominate candidates prior to the AGM. When considering potential trustees, the Board has regard to the requirement for any specialist skills needed, gender diversity and representation from the community.

### ***Trustee induction and training***

New trustees are notified of their legal obligations under charity and company law, the Scottish Charity Regulator's guidance on trustee duties, and inform them of the content of the Memorandum and Articles of Association, the committee and decision-making processes and recent financial performance of the charity.

### ***Organization***

The Board of trustees administers the charity. They manage the day-to-day operations of the charity, together with the Project Officers. The Board normally meets 8 to 10 times a year and the Board is in the process of establishing a Community Representatives Group covering all aspects of community development.

### ***Related parties***

None of our trustees receive remuneration or benefits from their work for the charity. Any connection between a trustee and any other parties must be disclosed and these are detailed in the notes to the financial statements.

### ***Pay policy***

All directors give of their time freely and, as stated above, no director received remuneration in the period. The contracted hourly rate of the project officer staff is reviewed annually in accordance with average earnings.

### ***Risk management***

The trustees implement procedures designed to minimise or manage any potential impact on the charity as necessary.

This work has identified that financial sustainability is the principal risk for the charity. A key element in the management of financial risk includes a regular review of available bank and cash balances and the monitoring of receipts from grant providers.

**By order of the Board of trustees**

**David Holland, Finance Trustee**  
**11 August 2019**

# **Independent Examiner's Report to the Trustees of Rannoch Community Trust**

I report on the accounts of the charity for the year to 31 March 2019, which are set out on pages 8 to 14.

## **Respective responsibilities of trustees and examiner**

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The trustees consider that the audit requirement of Regulation 10(1)(a) to (c) of the 2006 Accounts Regulations does not apply.

It is my responsibility to examine the accounts as required under section 44(1) (c) of the Act and to state whether particular matters have come to my attention. I am qualified to undertake the examination by being a qualified member of The Institute of Chartered Accountants of Scotland.

## **Basis of independent examiner's report**

My examination was carried out in accordance with Regulation 11 of the 2006 Accounts Regulations. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently I do not express an audit opinion on the view given by the accounts.

## **Independent examiner's statement**

In the course of my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that in any material respect the requirements:
  - to keep accounting records in accordance with Section 44(1)(a) of the 2005 Act and Regulation 4 of the 2006 Accounts Regulations, and
  - to prepare accounts which accord with the accounting records and comply with the Regulation 8 of the 2006 Accounts Regulations have not been met; or
- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

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Gary Tait  
11 August 2019  
Chartered Management Accountant

**Rannoch Community Trust**  
**Statement of Financial Activities**  
**(including income and expenditure account)**  
**for the year to 31 March 2019**

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £	Total Funds 2018 £
<b>Income</b>					
Donations	3	-	-	-	1,648
Grants		-	20,392	20,392	31,432
Membership fees		20	-	20	115
Project Income		1,228	-	1,228	-
<b>Total Income</b>		<b>1,248</b>	<b>20,392</b>	<b>21,640</b>	<b>33,195</b>
<b>Expenditure</b>					
<i>Expenditure on charitable activities:</i>					
Project Officer	5	-	8,773	8,773	15,199
Befriender Project	4	-	9,413	9,413	858
Hospital Transport	4	-	600	600	-
Mums & Toddles	4	-	1,030	1,030	-
Paths Group	4	-	2,732	2,732	-
Community Garden	4	-	1,000	1,000	-
Other	4	1,750	-	1,750	80
<b>Total Expenditure</b>		<b>1,750</b>	<b>23,548</b>	<b>25,298</b>	<b>16,137</b>
<b>Net income/(expenditure) and net movement in funds for the period</b>		<b>(502)</b>	<b>(3,156)</b>	<b>(3,658)</b>	<b>17,058</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		1,933	15,125	17,058	-
<b>Total funds carried forward</b>		<b>1,431</b>	<b>11,969</b>	<b>13,400</b>	<b>17,058</b>

The statement of financial activities includes all gains and losses recognised in the period. All income and expenditure derive from continuing activities.

**Rannoch Community Trust**  
**Balance Sheet as at 31 March 2019**

	Note	2019 £	2018 £
<b>Current Assets</b>			
Debtors	9	1,247	7,600
Cash at bank and in hand		12,885	13,888
<b>Total Current Assets</b>		<b>14,132</b>	21,488
<b>Liabilities</b>			
Creditors falling due within one year	10	(732)	(4,430)
<b>Net Current assets</b>		<b>13,400</b>	17,058
 Net Assets		 <b>13,400</b>	 17,058
 <b>The funds of the charity:</b>			
Unrestricted income funds		1,431	1,933
Restricted income funds		11,969	15,125
<b>Total charity funds</b>	11	<b>13,400</b>	17,058

For the financial period ended 31 March 2019, the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies, although an examination has been carried out under the Charities and Trustees (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006.

The members have not required the charity to obtain an audit of its accounts for the period in question in accordance with section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the presentation of accounts. These accounts are prepared in accordance with provisions applicable to companies subject to the small companies regime. The notes on pages 11 to 14 form part of these accounts.

**Approved by the trustees on 11 August 2019.**

**David Holland, Finance Trustee**

**Rannoch Community Trust**  
**Statement of Cash Flows**  
**for the year to 31 March 2019**

	Notes	2019 £	2018 £
<b>Net cash flows from operating activities</b>		<b>(1,003)</b>	13,888
<b>Net cash flows from investing activities</b>		-	-
<b>Net cash flows from financing</b>		-	-
<b>Movement in cash and cash equivalents during the period</b>	<b>13</b>	<b>(1,003)</b>	13,888
Cash and cash equivalents at the start of the period		<b>13,888</b>	-
<b>Cash and cash equivalents at the end of the period</b>		<b>12,885</b>	13,888

# Rannoch Community Trust

## Notes on the financial statements

### 1 Significant Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### a) 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 (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Rannoch Community Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

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

The trustees are of the view that the charity is a going concern. The trustees remain in regular contact with sponsoring local authorities and funding organisations to secure their on-going financial support.

#### c) 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 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.

#### d) Donated services and facilities

In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised and refer to the trustees' annual report for more information about their contribution.

#### e) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Trust's work or for specific projects being undertaken by the Trust.

#### f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of events and other activities undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

## Rannoch Community Trust

### g) Tangible fixed assets

Individual fixed assets costing £1,000 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight-line basis. The charity does not currently have any fixed assets.

### h) Debtors

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

### i) Creditors and provisions

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

## 2 Legal status of the Trust

The Trust is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £1.

## 3 Income from donations and legacies

	2019	2018
	£	£
Gifts Legacies	-	200
Donations	-	1,448
	<u>-</u>	<u>1,648</u>

The Trust 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.

## 4 Analysis of expenditure on charitable activities

	2019	2018
	£	£
Laptop and other equipment	-	628
Governance and support costs	160	80
Public Liability Insurance	631	-
Other costs (including AGM)	959	230
Total Costs	<u>1,750</u>	<u>938</u>

The Trust initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Any remaining support costs together with the governance costs are apportioned between the main charitable activities undertaken.

## Rannoch Community Trust

### 5 Staff costs, trustee remuneration and expenses

	2019	2018
	£	£
Project Officers (contractors)	8,745	14,969
Other expenses	28	230
	<u>8,773</u>	<u>15,199</u>

The Charity has no employees. The Project Officers contract their services to the charity at an agreed hourly rate. The charity trustees were not paid or received any other benefits from employment with the Trust. No charity trustee received payment for professional or other services supplied to the charity.

### 6 Related party transactions

There were no related party transactions during the year. However during 2017/18, Richard Barclay, through Innerhadden Hydro, provided a grant amounting to £6,000 to assist the funding of the charity's project officers.

### 7 Grants from Local Authorities and Other Organisations

Income from grants comprises grants made by local authorities and Leader Funding to assist the funding of the charity's project officers. NHS Tayside also provided a grant in connection with provision of the Befriender project. Several other grants were also received.

### 8 Corporation Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

### 9 Debtors

	2019	2018
	£	£
Due from grant awards	<u>1,247</u>	<u>7,600</u>

### 10 Creditors: amounts falling due within one year

	2019	2018
	£	£
Other creditors and accruals	<u>732</u>	<u>4,430</u>

## Rannoch Community Trust

### 11 Analysis of charitable funds

	Opening balance £	Incoming resources £	Resources expended £	Funds 31 March 2019 £
<b>Analysis of movements in unrestricted funds</b>				
General fund	1,933	1,248	(1,750)	1,431
<b>Analysis of movements in restricted funds</b>				
Project Officer funding	4,400	4,373	(8,773)	-
Paths Group	6,983	3,272	(2,732)	7,523
Befriender Project	2,742	7,247	(9,413)	576
Mum & Toddlers	-	4,000	(1,030)	2,970
Hospital Transport	-	1,500	(600)	900
Community Garden	1,000	-	(1,000)	-
<b>Total of restricted funds</b>	<b>15,125</b>	<b>20,392</b>	<b>(23,548)</b>	<b>11,969</b>
<b>Total of all funds</b>	<b>17,058</b>	<b>21,640</b>	<b>(25,298)</b>	<b>13,400</b>

Name of fund	Description, nature and purposes of the fund
General Fund	To be used by the charity on an on-going basis for any of its activities.
Project Officer	Ongoing financing of a project officer, or part time project officers
Paths Group	To help maintain paths, signage, picnic areas.
Befriender Project	To support the local community and offer a befriender service
Mums & Toddlers	To provide services to the Rannoch Mums & Toddlers Group
Hospital Transport	To contribute towards the costs of volunteer drives for providing transport for locals to hospitals as required.
Community Garden	To provide and maintain a garden to be available to local community

### 12 Analysis of net assets between funds

	General Fund £	Restricted Funds £	2019 Total £	2018 Total £
Cash at bank and in hand	1,431	11,454	12,885	13,888
Other net current assets/(liabilities)	-	515	515	3,170
<b>Total</b>	<b>1,431</b>	<b>11,969</b>	<b>13,400</b>	<b>17,058</b>

### 13 Reconciliation of net movement in funds to net cash flow from operating activities

	2019 £	2018 £
Net movement in funds	(3,658)	17,058
Decrease/(increase) in debtors	6,353	(7,600)
(Decrease)/increase in creditors	(3,698)	4,430
<b>Net cash (outflow)/inflow from operating activities</b>	<b>(1,003)</b>	<b>13,888</b>