

*Registered Company Number: 02627909 (England & Wales)*

**Registered Charity No: 1065835**

**BARNET CITIZENS ADVICE BUREAU**

(A charitable company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

# **BARNET CITIZENS ADVICE BUREAU**

## **CONTENTS**

---

	<b>Page</b>
Legal and administrative details	1 - 2
Trustees' report (incorporating directors' report)	3 - 12
Independent Auditor's report	13 - 16
Statement of Financial Activities	17
Balance Sheet	18
Cash Flow Statement	19
Analysis of Net Debt	20
Notes to the financial statements	21 - 34

# BARNET CITIZENS ADVICE BUREAU

## LEGAL AND ADMINISTRATIVE DETAILS

---

**COMPANY NUMBER** 02627909 (England & Wales)

**CHARITY NUMBER** 1065835

### General Information

The activities of Barnet Citizens Advice Bureau are carried out by an organisation that is both a Registered Charity (no: 1065835) and a company limited by guarantee (No. 02627909). Both the charity and the company are formally registered as Barnet Citizens Advice Bureau. Citizens Advice Barnet is also part of the national Citizens Advice service through its membership of The National Association of Citizens Advice Bureaux.

The trustees of the charity are also the members of the company limited by guarantee and under the provisions of the Companies Act 2006 are liable to contribute a sum not exceeding £1 each in the event of the winding up of the Company; they are collectively referred to as the Trustees throughout this report.

The organisation's governance rules are set out in the Memorandum and Articles of Association of the company limited by guarantee which reflects the advice of the Charity Commission and conforms to the membership requirements of Citizens Advice.

Trustees act collectively as the Board of Citizens Advice Barnet and assume overall responsibility for the strategic development and financial management of the organisation, in line with Charity Commission recommended practice.

The governance rules provide for a Board of between 4 and 21 persons, but the current Trustees have determined that a number between 10 and 13 provides an optimal size for its work while allowing for orderly succession planning. Trustees serve in a voluntary and unremunerated capacity and are appointed for terms of three years, if willing they can be re-elected for subsequent terms with no limit. Trustees are normally elected by the Annual General Meeting, but the constitution allows the Board to co-opt trustees, providing their number does not exceed one-third of the total. The Board's practice is to use co-option for appointments made between Annual General Meetings and for co-opted trustees to stand for election at the next Annual General Meeting following their appointment. Accordingly, all current Trustees are elected members of the Board.

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

Ben Ingber (Chair)  
Tracey Baldwin (Vice-Chair)  
Stephen West (Treasurer - resigned: 01/11/20)  
Ian Bretman  
Keri Landau  
Vinay Mistry (Resigned: 09/06/21)  
Bernadette Nwosu (Resigned: 17/04/20)  
Jeremy Outen (Acting Treasurer)  
Tamsin Shuker  
Thomas Smith  
Valerie Harrison (Appointed: 17/03/21)  
Kimberly Ong (Appointed: 17/03/21)  
Maria Petnga-Wallace (Appointed: 17/03/21)

Stephen West – Trustees are sad to report the death of Steve West in March 2021. Steve served as Treasurer, and he brought a wealth of charity finance expertise, pragmatism and good sense to the Board.

The organisation's HR policies are followed for recruitment and induction of trustees and recruitment is by open selection through press advertising and other media. The Board regularly consider succession planning and reviews the skills and experience it needs against those of existing trustees in order to identify gaps that can be filled by future recruitment.

# **BARNET CITIZENS ADVICE BUREAU**

## **LEGAL AND ADMINISTRATIVE DETAILS (continued)**

---

Current Trustees possess an effective mix of skills encompassing professionalism in Personnel, Change Management, Accountancy, and Education. Some members combine their professional backgrounds with extensive experience of voluntary work.

The Company Secretary is appointed by Trustees and may be a paid member of staff. The term of the appointment is for Trustees to decide and the practice is for this to be at the first meeting of the Board following each AGM when other appointments are determined by Trustees.

<b>CHIEF OFFICER</b>	Daniel Bamford
<b>COMPANY SECRETARY</b>	Maisha Crush
<b>REGISTERED OFFICE</b>	40-44 Church End London NW4 4JT
<b>AUDITORS</b>	Price Bailey LLP 24 Old Bond Street London W1S 4AP
<b>BANKERS</b>	HSBC Bank plc Coventry District Service Centre Harry Western Road Binley Coventry CV3 2TQ



# **BARNET CITIZENS ADVICE BUREAU**

## **TRUSTEES' REPORT (INCORPORATING DIRECTORS' REPORT)**

---

### **Introduction**

In this report the Trustees of Citizens Advice Barnet present the financial and operating results of the charity for the year ending 31 March 2021 with a report on achievements and successes in the year and the organisation's plans for the year ahead.

Citizens Advice Barnet exists to help those who live, work or study in the London Borough of Barnet to resolve their problems by providing free, confidential and impartial advice, information and assistance. Our service is here for everyone and we provide information and advice on a wide range of social welfare issues, the most common being welfare benefits, debt, housing, employment and immigration. We seek to help people develop the skills and capacity to help themselves, and to use the evidence gained through our work to help bring about positive changes in national and local policies.

Our main services are funded by the London Borough of Barnet, for whom we deliver the Community Advice Service. This core funding provides a platform for seeking additional grants for specialist services and adding value. Macmillan Cancer Support provide funding for a specialist welfare benefits advice service for cancer patients and their families, and other funders support work on claiming benefits and legal casework on employment and immigration problems. There are more details about our funders in the section on Our Work.

As part of the national Citizens Advice service our work is subject to their rigorous quality procedures and this also enables us to contribute to their work to influence public policy. We use local evidence to highlight the issues affecting people who use our services, and have a dedicated team working on local research and campaigns. Our work on raising awareness of scams and highlighting the problems of illegal evictions were published locally, and we continue to work closely with the local authority to raise and resolve instances where policies are adversely affecting local people.

The year 2020/21 was anything but a normal year. Every aspect of our work was dominated by the ongoing Covid-19 pandemic, and the combined disruption and economic impact of this and the UK's exit from the European Union brought a real change in our approach to managing the needs of our volunteers, our staff and above all, the local people we help. We continued to deliver on our strategic priorities of being accessible, sustainable, and supporting our people.

### **The People We Help**

Citizens Advice Barnet provides the only universal advice service in Barnet, with information and advice available to all who live, work or study in the borough. With a population of over 400,000, Barnet is the most populous London Borough, and as a local organisation embedded in the community, we are here for everyone. We remained so throughout the year, despite successive and lengthy lockdowns. Our office operated for most of the year with a skeleton on-site staff, while our advice continued to be delivered by phone, e-mail and instant messenger service. Having a small office-based team allowed our clients to come to the office to drop off documents, if they were unable to scan or e-mail them themselves. Maintaining accessibility for local people has been a key element of our work in the year, and our services remained available and accessible throughout the year, despite external pressures.

Almost 8,700 individual people (2020: 8,100) received over 32,500 pieces of information and advice through our various services (2020: 37,000), and a further 15,500 people accessed advice through our website (2020: 17,000). 25% of our clients came from Colindale, West Hendon and Burnt Oak wards, the most deprived in the Borough (up from 22% in 2019/20), which represent only 14% of the total population of Barnet. This illustrates clearly the link between deprivation and the need for our advice. Many of these clients came to us with complex, multifaceted problems affecting several aspects of their lives.

## **BARNET CITIZENS ADVICE BUREAU**

### **TRUSTEES' REPORT (INCORPORATING DIRECTORS' REPORT) (continued)**

---

Problems with Personal Independence Payment remained by far the most common issue we saw, with 2,276 instances recorded in the year (2020: 2,845). Problems with benefits and tax credits continue to represent the largest part of our work at 56% of all enquiries, (up from 52% in 2019/20). This increase has been driven by our additional work in helping people claim Universal Credit.

Debt, Housing and Employment issues were the next main areas. We recorded over 1,290 immigration issues (2020: 2,000). The number of immigration clients we have is unusual for Citizens Advice and reflects both the needs of a rapidly changing local population and the success of our strategic plans to develop a specialist immigration advice function at Citizens Advice Barnet.

#### **Our Work**

Our core work is delivered through the Community Advice Service (CAS) with funding from the London Borough of Barnet. The CAS provides general information and advice to people who live, work or study in Barnet. We successfully tendered for a new 3-year contract for this service, continuing to deliver an advice and information service across all channels (face to face, telephone, e-mail and webchat). This has proven a vital service for local people during the pandemic, and we were able to continue delivering it without interruption.

We continued to deliver the Help to Claim service, and due to the various lockdowns and other restrictions, this was consolidated primarily into a phone and webchat service rather than face to face in local Job Centres (which were closed to the public). This service helps people with claiming Universal Credit up to the time they receive their first payment, and saw heavy demand as the economic impact of the pandemic and Brexit took hold during the year.

On top of our general advice work, we pride ourselves on our specialist advice and casework services, and in many cases we are the only free source of this complex support in Barnet. We aim to fill the significant gap where Legal Aid is not available but where our clients cannot afford to instruct a solicitor - access to justice too often depends on the depth of one's pockets and we try, therefore, to target our specialist support to the most vulnerable people with the most complex problems. Our work in this area, and the added value it brings to our Core advice service, has enabled us to be recognised by funders as the pre-eminent local provider of complex advice and casework, and we are one of only a handful of 'Centres of Excellence' recognised by the London Legal Support Trust. We sought to expand our welfare benefits, debt, immigration and employment casework throughout the year and were able to access funding from several Covid response funds to enable this. This allows us to continue to build the specialist side of our work, which is more necessary than ever in a borough where free legal advice is in short supply.

Macmillan Cancer Support continued to fund Citizens Advice Barnet to enable us to support people affected by cancer in the boroughs of Barnet, Enfield and Haringey. We assist with claims for welfare benefits, seeking Blue Badges for parking and applying for charitable grants to help people meet the extra costs experienced by cancer patients.

Trust for London, a charitable foundation working to tackle poverty and inequality in London, awarded a new three-year grant to fund Citizens Advice Barnet to provide specialist legal advice and casework for immigration and employment issues. Through this funding we were able to challenge unfair dismissals, non-payment of wages and provide advice and help on complex immigration and nationality issues. Employing a specialist immigration casework and employment solicitor has enabled us to develop the employment and immigration advice knowledge of our volunteers helping us assist more people with specialist support in these areas than ever before.

We have also led a consortium of seven Local Citizens Advice offices across North and West London to help European migrants apply to the EU Settlement Scheme, which brings the rights of EU migrants under the UK Immigration Rules, in preparation for Britain's future outside the scope of free movement. This work, funded by the Home Office, supports the most vulnerable migrants to navigate the online system, prove their identity



# **BARNET CITIZENS ADVICE BUREAU**

## **TRUSTEES' REPORT (INCORPORATING DIRECTORS' REPORT) (continued)**

---

and register their status. Our expertise in immigration advice has meant we are ideally equipped to deliver this work, and deal with any of the unexpected problems which arise out of it.

We measure our success in these contracts against stringent monitoring requirements, and more widely against independently audited quality of advice, financial management, and client and workforce satisfaction using the Citizens Advice Performance and Quality Framework.

### **Our Partners**

Citizens Advice Barnet has a long history of working with the voluntary sector in the borough and has continued this year to strengthen our existing relationships with key providers, build new partnerships and engage with stakeholders beyond the sector to promote our services. We regard partnership working as a crucial response to the challenge of meeting increasing demand for our services while the resources available to support them are under pressure and often declining.

We meet with voluntary and statutory sector partners on a regular basis to work together, find synergies and avoid duplication of services. This has been particularly pronounced during the pandemic, and the lockdowns especially, as complex client need has necessitated collaborative approaches. For example, we partnered with Mind in Barnet, Age UK Barnet and Meridian Wellbeing to provide advice training, digital inclusion, wellbeing and mental health awareness session for members of the public and the Barnet voluntary sector, in order to build capacity and expertise. We also increased our referral reach by over 400%, and received 456 referrals from other local organisations, voluntary and statutory, helping to join up the advice sector with other sources of help for local people.

### **Our People**

The services of Citizens Advice Barnet are delivered by a staff team of 30 people (22 FTE) (2020: 27 people, 19.5 FTE), and more than 40 volunteers supported us over the year, despite the pandemic (2020: 55). Our staff and volunteers are committed professionals who provide excellent support to the poorest and most vulnerable residents of Barnet. The volunteer team undertake a variety of different roles, including advisers, assessors, administrative assistants, receptionists and trustees. All new volunteer advisers undertake a comprehensive competency-based training programme that underpins the high quality of advice that the adviser role demands. Our key strategic priority of 'supporting our people' was especially pronounced during this difficult year, which saw all of our staff and volunteers shift to home working at one point or another. In order to support this, we provided IT and office equipment where needed, and made sure that regular training sessions, social catch-ups and quizzes took place, so that we still felt part of one team, with the shared purpose of giving Barnet residents the advice they need. Staff benefit from a generous Continuous Professional Development allowance, and all our people can access wellbeing support through our Employee Assistance Programme. We continue to invest in wellbeing, as the uncertainty pervading all aspects of society at the moment is not conducive to good mental health. We have trained mental health first aiders and are exploring other ways of supporting staff and volunteers through the difficult months ahead.

We saw high levels of satisfaction across our volunteers and staff, in particular regarding our pandemic response, and in our annual People Survey, 93% of our people would recommend Citizens Advice Barnet as a place to work or volunteer, well ahead of the national average.

# **BARNET CITIZENS ADVICE BUREAU**

## **TRUSTEES' REPORT (INCORPORATING DIRECTORS' REPORT (continued))**

---

### **ACHIEVEMENTS AND PERFORMANCE**

In 2020/21 Citizens Advice Barnet assisted over 8,700 individuals (8,100 in 2019/20) with more than 32,500 separate issues (37,500 in 2019/20). The issues we dealt with were more often than not multifaceted, spreading across several areas of advice (debt, benefits and employment for example).

As part of our Community Advice Service, 10,029 calls were taken on our helpline (2020: 7,137), we advised 1,840 email advice clients (0 in 2019/20), received 465 referrals (a handful in 2019/20) and we began offering advice by Messenger in Feb 2021 assisting 230 clients. 1,485 full advice appointments were offered (primarily by phone), and this shows that the majority of people who contacted us were helped at the first point of contact, without needing a longer appointment. 323 residents received pro bono legal advice from local lawyers who volunteer with Citizens Advice Barnet and help us provide free advice on a wide variety of legal matters.

Over 15,500 people accessed our website (17,000 in 2019/20) with individual sections being accessed over 42,000 times.

Our Macmillan service helped 587 (2019/20 – over 600) cancer patients and their families with over 3,346 issues (an increase from 2,700 issues in 2019/20). This service generated over £1.1 million of additional income for clients in benefits claims, grants and Blue Badge applications (2020: £ 1 million).

Our Help to Claim service helped 1,536 clients (2019/20 – over 1,000) with Universal Credit claims, advising on almost 9,965 issues (2019/20 – almost 9,000). This service generated over £3.1 million of additional income for clients (£1.6 million in 2019/20).

We delivered 5 Big Energy Saving Network events, reaching 57 consumers. We provided advice to 77 clients on energy and utilities, switching suppliers and managing fuel debt.

We provided 211 (2019/20 – 141) clients with specialist immigration advice of which the vast majority involved casework, maintaining our success rate on applications and appeals at 100%. We undertook employment litigation for 21 clients (2019/20 - 19). This work focuses on only the most vulnerable clients and the litigation involved is frequently extremely complex and lengthy.

Our consortium of Local Citizens Advice offices assisted 1,165 clients (2019/20 - 1,273) in making applications to the EU Settlement Scheme across North and West London.

Overall, our work generated positive financial outcomes of £4.7 million for clients in the year (up from £3.6 million in 2019/20). This reflects improved recording, and we routinely follow up a high percentage of all people who are in touch with our service. This way we can measure more accurately the impact of our advice.



# **BARNET CITIZENS ADVICE BUREAU**

## **TRUSTEES' REPORT (INCORPORATING DIRECTORS' REPORT) (continued)**

---

### **FINANCIAL REVIEW**

Citizens Advice continued its trend of improving financial performance and maintaining financial stability in an increasingly challenging environment.

Overall, in the year ending 31 March 2021 Citizens Advice Barnet (CAB) saw a reduction in overall income of £1,148,865 compared to the previous year (2020: £1,270,563). This reduction was mainly due to the reduced grant from CAB's main provider, the London Borough of Barnet from £596,123 to £476,821. The local authority however remain the largest provider for services, representing 42% of overall income (2020: 47%). The reduction in income from the local authority was mainly due to reduced funding for Advocacy services which were provided by CAB's partner, Mind in Barnet (2021: £90,000, 2020: £147,481).

In order to diversify its funding streams CAB was able to secure other funding which represented 58% of overall income (2020: 53%) This represented an increase compared with the prior year of 3% (2021: £657,706, 2020: £653,531).

Reflecting the current economic and political climate, CAB continued to be funded to provide advice for the national move to Universal Credit from National Citizens Advice and the Home Office provided support for advice for the European Settlement Scheme. These overall grants represented 13% and 13% respectively (2020: 14% and 13%). As in previous years, Macmillan Cancer and Trust for London continue to provide significant income to CAB representing 9% and 4% respectively (2020:12% and 3%)

The remaining income sources were varied however 8% of this income was related to funds to support client in need during the Covid-19 pandemic.

Expenditure was comparable to the previous year showing a slight decrease to £1,111,542, compared with £1,111,735 in the previous year. Also similar to prior years, CAB were able to adequately control and manage costs to enable an overall surplus for the period to 31 March of £37,323 (2020: £158,828).

Of the costs in the year, 70% (2020: 66%) relate to our people and include the costs of recruiting, rewarding and developing our paid staff and training and supporting our volunteers. Management and trustees regularly review the allocation of work among staff and volunteers to identify ways of improving both service quality and cost efficiency. In other areas, our finance and administrative staff keep a close control of costs.

As our reserves are above the minimum level set in our reserves policy, trustees have agreed in principle to invest funds for further development of our services. Our approach to investment is explained in the section on Plans for the Future on page 10.

### **RESERVES POLICY**

The charity's reserves policy was reviewed in June 2021 by the Board of Trustees acting on advice from its Finance Committee. Total funds as at 31<sup>st</sup> March 2021 were £757,274 (2020: £719,951) of which £138,043 related to Restricted Funds (2020: £155,472), £351,264 were designated for other purposes (2020: £211,800) and £267,967 was a general fund (2020: £352,679). Of these general funds, £214,525 are free reserves (2020: £297,052). The policy aims to maintain unrestricted reserves (excluding fixed assets) at a minimum level equivalent to three months' operating costs (approximately £200,000). Reserves of this level cover the costs of scaling-back services in the event of individual project funding ending and for future winding down of operations including contingent liabilities in the event of more significant loss of revenue. The Finance Committee will regularly review forecasts of income, expenditure and cash flow to ensure the reserves figure is maintained at the required level and will regularly report to the Board with recommendations for any corrective action if required. Annually, surplus funds are considered for designation to the following funds:



## **BARNET CITIZENS ADVICE BUREAU**

### **TRUSTEES' REPORT (INCORPORATING DIRECTORS' REPORT) (continued)**

---

- **Staff Fund**  
A fund to ensure that the bureau is able to cover contracted payments to staff such as unfunded salary changes, redundancy, provision of locum maternity cover, and the costs of any disciplinary and/or grievance procedures which may arise. Funds include a contingency for pay awards subject to pay review for all staff.
- **IT/Premises Fund**  
A fund to provide for the cost of relocating to new premises either at the expiry of the current lease or if larger premises are deemed necessary, and for the cost of major repairs and maintenance of the bureau (including IT upgrade costs) for the next 3-5 years. In addition to this designation, in response to COVID-19 global pandemic, a contingency has been established in case funds cannot be raised to meet the health and safety demands of returning staff to the offices and accepting members of the public to premises.
- **Service Development Fund**  
A fund to allow the bureau to undertake the development of new projects and areas of work and to conduct full feasibility studies on the advisability of such proposals. Funds have been designated to fund an Outreach Worker, Receptionist and additional supervision, which will facilitate the charity in meeting its objectives, and to employ a Business Development Manager, to enable Citizens Advice Barnet to seek new funding opportunities to meet its objectives and diversify its funding streams.
- **Restricted reserves**  
Funds are restricted by the donor or funder and cannot be used for the general purposes of the bureau. Their existence, and the sums of money therein, do not imply that there has been an underspend but may result from a variety of circumstances including timing differences between the bureau's financial year and the funding year of the project concerned.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Governance**

Citizens Advice Barnet is a member of Citizens Advice (the national association of Citizens Advice organisations) which, via its Membership Scheme, provides a framework that oversees all charitable activities that are delivered to service users. Citizens Advice sets defined quality standards for advice and information services, financial and information management and intensively reviews members' organisational performance to ensure these standards are met.

The Board of Trustees has overall responsibility for the strategic development and financial management of the organisation, in line with Charity Commission recommended practice. Trustees are committed to creating an inclusive workplace, to participation by staff and volunteers in the development of the service and provide opportunities for this through the business planning process and the formulation of service priorities and objectives.

The Board meets at least four times a year and in 2020/21 it met on five occasions. The Board delegates certain staff and HR matters to the People and Culture Committee, while financial scrutiny, risk management and development of financial policy and procedures are delegated to the Finance Committee. In addition, a group of Trustees, along with Senior Management, meet regularly to discuss the formulation and implementation of service delivery changes and new projects. This is a more flexible arrangement than a standing committee and allows for more timely scrutiny and support of these objectives, also considering cases for investing some of our reserves in feasibility studies and pilot projects. The minutes and recommendations of all committees are presented and reviewed at full Board meetings. The Board delegates day to day responsibility to the Chief Officer who is required to attend Board meetings and report on operational and financial matters.

# BARNET CITIZENS ADVICE BUREAU

## TRUSTEES' REPORT (INCORPORATING DIRECTORS' REPORT) (continued)

---

The Board seeks to ensure that Trustees are broadly representative of the local community and have the necessary skills and abilities to ensure good governance. Trustees are recruited following Citizens Advice guidance through advertising in local and national media as well as canvassing local Voluntary and Community Sector organisations, with a focus on recruiting those with skills identified as desirable through regular Board skills audits.

Suitable candidates are interviewed by a panel of Trustees and are invited to attend at least one meeting of the Board before being formally appointed.

New Trustees are provided with a comprehensive induction, including observation of service delivery, and provided with relevant governance documentation. Board members are also encouraged to participate in relevant governance training and conferences provided by Citizens Advice and other bodies.

All Trustees give their time freely and no Trustee received remuneration in the year. Details of Trustees expenses and related party transactions are disclosed in the notes to the accounts.

### Organisational Management

The Executive Team consists of the Chief Officer, Daniel Bamford, the Head of Services & Quality, Charlene Marks, and Finance Manager, Maisha Crush. The Key Management Personnel also included Safia Akram, Project Manager for the Macmillan and Help to Claim Projects, and Louise Broadbent, Business Development Manager. The Chief Officer also meets regularly with the Chair of the Board for supervision and to plan the work of the Board. The Chief Officer and Executive Team are responsible for putting into effect the strategies and objectives of the Board as expressed in the Business Plan. The Chief Officer works closely with staff, volunteers and external stakeholders to ensure effective implementation of the Business Plan.

The Trustees have in place arrangements for setting the pay and remuneration of the charity's Executive Team. The remuneration of the Chief Officer is reviewed annually in a process led by the Chair of Trustees which includes benchmarking against pay levels of charities of a similar size. Remuneration for the rest of the Executive Team is reviewed with that of the whole staff group by the Board's HR Committee. Any increase is made only after assessing against relevant external benchmarks, and if the cost to Citizens Advice Barnet is judged to be affordable.

### RISK MANAGEMENT

The Board carries out an annual risk assessment and the organisation updates its risk register on an ongoing basis throughout the year. The register is regularly reviewed by the Finance Committee. The Board has assessed the major risks to which the charity is exposed, and these are detailed below with a summary of plans for managing this risk.

- **A significant reduction or loss of funding from LB Barnet.**

The Executive Team maintains a close relationship with Council officers, including quarterly meetings to review expected outputs and outcomes of the services funded by LBB and to agree revisions to plans accordingly. This information is also reviewed by trustees at each Board meeting. We have appointed a Business Development Manager to further strengthen our fundraising ability and to reduce the impact of contractions in local authority funding caused by ongoing financial pressures.

- **Insufficient new income generated to support service delivery.**

The Executive Team works to identify and apply for new sources of income to enable the organisation to meet its strategic priorities and support service delivery and the trustees receive a report on the number of applications made and their outcome at each meeting. Expenditure is closely monitored, and plans developed to reduce management and overhead costs.

# **BARNET CITIZENS ADVICE BUREAU**

## **TRUSTEES' REPORT (INCORPORATING DIRECTORS' REPORT) (continued)**

---

- **Inability to demonstrate impact of our services**

Our case management system provides us with data on both outputs and outcomes of our services and regular client feedback help us monitor the difference we make. Trustees regularly review data and feedback and are able to challenge assumptions and methodologies to strengthen the process. We are working on plans to undertake more detailed evaluation and longitudinal studies to further demonstrate the impact of our services to funders and other stakeholders.

- **Loss of key personnel**

We have policies and processes in place to recruit and retain suitable staff and volunteers. We ensure training plans are in place and revised annually. Staff and volunteers' annual feedback is reported to Trustees and we strive to increase engagement and satisfaction from staff and volunteers.

### **PUBLIC BENEFIT**

The Trustees have paid due regard to the Charity Commission's guidance on public benefit in deciding the activities undertaken by the organisation during the year. The Trustees are satisfied that the information provided in the report and accounts meets the public benefit reporting requirements and are in line with our charitable aims and objectives. Citizens Advice Barnet's main activities are described in the 'our work' section of this report.

### **FUNDRAISING**

Fundraising Statement 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities.

Barnet Citizens Advice Bureau understands its duty to protect the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches and undue pressure to donate. The charity does not use any internal fundraisers or external agencies for either telephone or face-to-face campaigns and received no fundraising complaints during the year (2020: none). The trustees monitor fundraising activities on a regular basis.

### **PLANS FOR THE FUTURE**

In 2020/21 the organisation worked within the strategic objectives specified in our Business and Development Plan. The plan set out the aims and purposes of the organisation and the context in which we are working. It identifies a number of key strategic objectives:

- We will be Accessible
- We will be Sustainable
- We will support and develop our people

We have had the opportunity to reflect on these objectives in the light of the pandemic, and in fact they have become even more relevant. The Covid-19 pandemic has led us to embrace new ways of working, and making sure that we remain accessible, sustainable and supportive of our people despite the myriad challenges thrown at us in 2020/21. We are continually adapting our service delivery offer to make it as accessible as possible, and as society opens up again, we have resolved to be a stronger community presence through our outreach work, making sure we can get our advice to where people need it most. We are mindful of our sustainability, and with a Business Development Manager in post, are diversifying our funding base, exploring new sources of funding and making sure we can deliver the advice services that local people need.



# **BARNET CITIZENS ADVICE BUREAU**

## **TRUSTEES' REPORT (INCORPORATING DIRECTORS' REPORT) (continued)**

---

This includes exploring partnership working with other local organisations, looking to share resources where possible without compromising on service quality. And we plan to continue supporting our people – something which has become increasingly relevant after the year everyone has had. We are improving our wellbeing offer to volunteers and staff, are implementing a new values framework and will continue to focus on this. These are all elements which we will continue to make part of our multi-channel, adaptable, accessible service model, ensuring our continued resilience and remaining part of the fabric of Barnet, as we have been since 1939.

### **TRUSTEES' RESPONSIBILITIES STATEMENT**

The trustees (who are also directors of Barnet Citizens Advice Bureau for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the 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 affairs of the charitable company and of the incoming resources and application of resources, including income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP FRS102 (2019);
- 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 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.

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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

## **BARNET CITIZENS ADVICE BUREAU**

### **TRUSTEES' REPORT (INCORPORATING DIRECTORS' REPORT) (continued)**

---

#### **SMALL COMPANY EXEMPTIONS**

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

This report was approved and authorised for issue by the Trustees and signed on its behalf by:



.....  
**Ben Ingber (Chair)**

Date: 10.12.21

# **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BARNET CITIZENS ADVICE BUREAU**

---

## **Opinion**

We have audited the financial statements of Barnet Citizens Advice Bureau (the 'charitable company') for the year ended 31 March 2021 which comprise Statement of Financial Activities (including income & expenditure account), the Balance Sheet, the Cash Flow Statement and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## **Other information**

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BARNET CITIZENS ADVICE BUREAU**

---

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.



# **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BARNET CITIZENS ADVICE BUREAU**

---

## **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Company and the sector in which it operates and considered the risk of the Company not complying with the applicable laws and regulations including fraud; in particular those that could have a material impact on the financial statements, including financial reporting. In relation to the operations of the Company this included compliance with employment law, health and safety and GDPR.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit. We carried out specific procedures to address the risks identified. These included the following:

- Review of legal fees incurred;
- Reviewing minutes of Trustee Board meetings;
- Agreeing the financial statement disclosures to underlying supporting documentation;
- Enquiring of management including those charged with governance;
- Reviewing key accounting policies and estimates

We reviewed key authorisation procedures and decision making processes for any unusual or one-off transactions. We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BARNET CITIZENS ADVICE BUREAU

---

### Use of our report

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



Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)  
For and on behalf of  
**Price Bailey LLP**  
24 Old Bond Street  
London  
W1S 4AP

Date: 17 December 2021

# BARNET CITIZENS ADVICE BUREAU

## STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2021

		2021			2020
	Note	Unrestricted General funds £	Designated funds £	Restricted funds £	Total funds £
<b>INCOME</b>					
Donations and legacies	3	13,918	-	-	13,918
Charitable activities	4	523,259	-	611,268	1,134,527
Investments	5	420	-	-	420
<b>Total income</b>		<b>537,597</b>	<b>-</b>	<b>611,268</b>	<b>1,148,865</b>
<b>EXPENDITURE</b>					
Charitable activities		372,463	108,969	630,110	1,111,542
<b>Total expenditure</b>	6	<b>372,463</b>	<b>108,969</b>	<b>630,110</b>	<b>1,111,542</b>
Transfer between funds		(249,846)	248,433	1,413	-
<b>(EXPENDITURE)/INCOME BEING NET MOVEMENT IN FUNDS</b>	15/16	<b>(84,712)</b>	<b>139,464</b>	<b>(17,429)</b>	<b>37,323</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		352,679	211,800	155,472	719,951
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>267,967</b>	<b>351,264</b>	<b>138,043</b>	<b>719,951</b>

All income and expenditure has arisen from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes to the accounts are shown on pages 21-34 and form an integral part of these financial statements.

**BARNET CITIZENS ADVICE BUREAU**  
(Company number: 02627909)

**BALANCE SHEET**  
**AS AT 31 MARCH 2021**

	Notes	2021	2020
		£	£
<b>FIXED ASSETS</b>			
Tangible fixed assets	12	53,442	55,627
<b>CURRENT ASSETS</b>			
Debtors	13	140,721	406,475
Cash at bank and in hand		670,516	354,888
<b>TOTAL CURRENT ASSETS</b>		<b>811,237</b>	<b>761,363</b>
<b>LIABILITIES</b>			
Creditors: amounts falling due within one year	14	(107,405)	(97,039)
<b>NET CURRENT ASSETS</b>		<b>703,832</b>	<b>664,324</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>757,274</b>	<b>719,951</b>
Restricted income funds	15	138,043	155,472
Unrestricted funds			
Designated funds	16	351,264	211,800
General funds	16	267,967	352,679
<b>Total Unrestricted Funds</b>		<b>619,231</b>	<b>564,479</b>
<b>TOTAL FUNDS</b>		<b>757,274</b>	<b>719,951</b>

The notes to the accounts are shown on pages 21-34 and form part of these financial statements.

These financial statements have been prepared in accordance with special provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the Board of Trustees on 10.12.21 and signed on their behalf by:

  
Ben Ingber  
Chair



# BARNET CITIZENS ADVICE BUREAU

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	2020 £
<b>Reconciliation of net income to net cash flow from operating activities:</b>			
Net income for the reporting period (as per the Statement of Financial Activities)		37,323	158,828
<b>Adjustments for:</b>			
Depreciation charges	12	16,288	14,061
Dividends, interest and rents from investments		(420)	(1,295)
Decrease / (increase) in debtors		265,754	(249,168)
Increase in creditors		10,366	15,112
<b>Net cash provided by / (used in) operating activities:</b>		<u>329,311</u>	<u>(62,462)</u>
<b>Cash flows from investing activities:</b>			
Dividends, interests and rents from investments		420	1,295
Purchases of fixed assets	12	(14,104)	(12,159)
<b>Net cash (used in) investing activities:</b>		<u>(13,684)</u>	<u>(10,864)</u>
Change in cash and cash equivalents in the reporting period		315,628	(73,326)
Cash and cash equivalents at the beginning of the reporting period		354,888	428,214
<b>Cash and cash equivalents at the end of the reporting period:</b>		<u>670,516</u>	<u>354,888</u>

The notes to the accounts are shown on pages 21-34 and form part of these financial statements.

## BARNET CITIZENS ADVICE BUREAU

### ANALYSIS OF NET DEBT FOR THE YEAR ENDED 31 MARCH 2021

---

	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
Cash at bank in hand	354,888	315,628	670,516
	<u>354,888</u>	<u>315,628</u>	<u>670,516</u>

The notes to the accounts are shown on pages 21-34 and form part of these financial statements.

# BARNET CITIZENS ADVICE BUREAU

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

---

### 1 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) (updated 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Barnet Citizens Advice Bureau 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 note(s). The financial statements are presented in Sterling (£).

#### b) Legal status of the Charity

The charity is a private company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. As at 31 March 2021 there were 11 members (2020: 9). The charity was incorporated within England and Wales, and the registered address is 40 – 44 Church End, London, NW4 4JT.

#### c) Going concern

The financial statements have been prepared on a going concern basis which forecasts that the charity will have adequate resources to continue in operational existence for a period of at least 12 months from the date of this financial report.

A forecast has been prepared for a period of more than 12 months from the date of approval of these financial statements. The forecast indicates that, whilst taking into account reasonable downsides, sufficient funds are expected to be generated within the charity so as to meet liabilities as they fall due.

As part of their review the Board of trustees have additionally considered the implications of the current Coronavirus Pandemic on the going concern assumption. The economic impact on the charity due to the Coronavirus Pandemic is subject to unprecedented levels of uncertainty with the full range of possible effects unknown. Sensitivity analyses have been applied to the forecasts to assess a range of potential impacts from the Coronavirus Pandemic. In the analyses, a variety of assumptions were modelled with varying degrees of impact and duration. Whilst there is evidence of negative effects on income and cash flows, the resulting sensitised forecasts continue to support the going concern assumption and the Board of trustees are confident they can take sufficient mitigating action to ensure that available funds will be sufficient for the charity's needs.

# BARNET CITIZENS ADVICE BUREAU

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

---

### 1 Accounting policies (continued)

#### d) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the 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. The aim and purpose of each designated fund is set out in the notes to the financial statements. Restricted funds are Barnet Citizens Advice Bureau's work or for educational projects being undertaken by the charity. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each material designated and restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

#### e) 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.

Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

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

Income received in advance for a future fundraising event, or for a grant received relating to the following year is deferred until the criteria for income recognition are met.

Bank interest is recognised on an accruals basis.

#### f) Expenditure and Value Added Tax

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. All expenditure is accounted for on an accruals basis under the following headings:

Expenditure on charitable activities has been included in the relevant cost categories. Support costs comprise those costs which are incurred directly in support of expenditure on the objects of the charity and include governance costs, finance, and office costs. Governance costs are those costs incurred in connection with the compliance with constitutional and statutory requirements of the charity.

Support costs are apportioned on a per capita basis, based on the number of staff employed on a particular activity where the grant agreement or contract allows.

# BARNET CITIZENS ADVICE BUREAU

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

---

### 1 Accounting policies (continued)

#### g) Volunteers

The value of the services provided by volunteers is not incorporated into these financial statements. A further detail of their contribution is provided in the Trustees report.

#### h) Fixed assets

Fixed asset additions are capitalised at cost less the amount of any specific grants received in respect of the purchase of those assets. Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Leasehold improvements	10 years straight line
Computer equipment	5 years straight line
Fixtures, fittings and equipment	10 years straight line

The need for any impairment of a fixed asset write-down is considered if there is concern over the carrying value of an asset and is assessed by comparing that carrying value against the value in use or realisable value of the asset when appropriate.

#### i) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Accrued income is included at the best estimate of the amounts receivable at the balance sheet date.

#### j) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

#### k) Creditors

Creditors 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. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

#### l) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Fixed assets are recorded at depreciated historical cost and all other assets and liabilities are recorded at cost which is their fair value.

#### m) Pensions

Employees of the charity are entitled to join a defined contribution 'money purchase' scheme.

The costs of the defined contribution scheme are included within the associated staff costs and allocated therefore to raising funds, charitable activities, support and governance costs.

#### n) Operating leases

Operating leases are recognised over the period of which the lease falls due.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.



# BARNET CITIZENS ADVICE BUREAU

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

**o) Taxation**

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

**2 Key sources of judgement and estimation uncertainty**

No significant judgements, accounting policies or assumptions have been made by management in applying the charity's accounting policies.

**3 Donations and Legacies**

	2021 £	2020 £
Donations	13,918	19,614

Income from donations and legacies was £13,918 (2020 - £19,614) of which £NIL (2020 - £NIL) was attributable to restricted funds and £13,918 (2020 - £19,614) was attributable to unrestricted funds.

**4 Charitable Activities**

	2021 £	2020 £
<b>Local Government contracts:</b>		
Community Advice Service	476,821	351,821
Specialist Information, Advice and Advocacy	-	244,302
	<u>476,821</u>	<u>596,123</u>
<b>Grants Received:</b>		
Generalist Advice	77,920	2,403
Advice – Welfare Benefits	261,645	317,474
Financial Capability	11,200	64,557
Specialist Employment and Immigration	245,547	206,655
Other Services	61,394	62,442
	<u>657,706</u>	<u>653,531</u>
Total Charitable Activities	<u>1,134,527</u>	<u>1,249,654</u>

The income from charitable activities received was £1,134,527 (2020: £1,249,654) of which £523,259 was unrestricted (2020: £596,123) and £611,268 was restricted (2020: £653,531).

# BARNET CITIZENS ADVICE BUREAU

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 4 Charitable Activities (continued)

Total income of £476,821 (2020: £596,123) was received from the London Borough of Barnet and £46,438 (2020: £NIL) from the London Community Response Fund. These funds were received to deliver the Community Advice Support service and for a Specialist Information, Advice and Advocacy service fulfilled in partnership with two other local charities. There were no unfulfilled conditions or other contingencies attaching to these grants.

### 5 Investment Income

	2021 £	2020 £
Bank interest	420	1,295

Investment income of £420 (2020: £1,295) was attributable to unrestricted funds.

### 6 Analysis of Expenditure

	Direct Costs £	Support Costs (note 7) £	2021 Total Costs £
Generalist Advice	336,029	76,983	413,012
Advice Services - Welfare Benefits	177,242	72,226	249,468
Financial Capability	34,272	5,058	39,330
Specialist Information, Advice and Advocacy service	32,845	57,156	90,001
Specialist Employment and Immigration	194,076	33,769	227,845
Other services	20,620	71,266	91,886
	<u>795,084</u>	<u>316,458</u>	<u>1,111,542</u>

	Direct Costs £	Support Costs (note 7) £	2020 Total Costs £
Generalist Advice	218,646	87,303	305,949
Advice Services - Welfare Benefits	202,875	85,202	288,077
Financial Capability	68,311	21,193	89,504
Specialist Information, Advice and Advocacy service	129,779	64,472	194,251
Specialist Employment and Immigration	184,375	23,469	207,844
Other services	1,744	24,366	26,110
	<u>805,730</u>	<u>306,005</u>	<u>1,111,735</u>

£630,110 (2020: £568,034) of the above costs were attributable to restricted funds and £467,957 (2020: £543,701) was attributable to unrestricted funds.

# BARNET CITIZENS ADVICE BUREAU

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 7 Analysis of Support Costs

	Staff Costs £	Admin and Premises Costs £	Governance Costs £	Total 2021 Costs £
Generalist Advice	38,837	31,218	6,928	76,983
Advice Services - Welfare Benefits	35,049	35,050	2,127	72,226
Financial Capability	2,483	2,424	151	5,058
Specialist Information, Advice and Advocacy Service	31,609	24,589	958	57,156
Specialist Employment and Immigration	16,897	16,080	792	33,769
Other	41,404	27,720	2,142	71,266
<b>Total</b>	<b>166,279</b>	<b>137,081</b>	<b>13,098</b>	<b>316,458</b>

	Staff Costs £	Admin and Premises Costs £	Governance Costs £	Total 2020 Costs £
Generalist Advice	43,754	35,170	8,380	87,304
Advice Services - Welfare Benefits	41,346	41,346	2,509	85,201
Financial Capability	10,370	10,191	632	21,193
Specialist Information, Advice and Advocacy Service	35,610	27,703	1,159	64,472
Specialist Employment and Immigration	11,664	11,100	705	23,469
Other	14,156	9,478	732	24,366
<b>Total</b>	<b>156,900</b>	<b>134,988</b>	<b>14,117</b>	<b>306,005</b>

Support costs are apportioned on a per capita basis, based on the number of staff employed on a particular activity where the grant agreement or contract allows.



# BARNET CITIZENS ADVICE BUREAU

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 8 Governance Costs

	2021 £	2020 £
Legal and professional fees	3,015	4,725
Auditor's remuneration	8,480	7,650
Accountancy and taxation services	864	1,172
Trustees' meeting costs	739	570
	<u>13,098</u>	<u>14,117</u>

### 9 Analysis of staff costs and key management personnel

	2021 £	2020 £
Wages and salaries	695,281	637,793
Social security costs	59,459	53,489
Pension costs	13,137	11,500
	<u>767,877</u>	<u>702,782</u>

No Trustees received remuneration and other benefits from employment directly or through a related entity. However one Trustee (2020: one Trustees) was reimbursed for travel expenses in the year. The total amount of expenses reimbursed to Trustees amounted to £199 (2020: £206).

The average monthly head count was 32 (2020: 31) and analysis of the staff employees in the year were:

	2021	2020
Managers	6	4
Other	26	27
	<u>32</u>	<u>31</u>

No employees received total emoluments of more than £60,000 in the year (2020: no employees).

The key management personnel of the charitable company consists of 6 members (2020: 4) of the Barnet Citizens Advice Bureau management team whose total remunerations including employer's pension contributions totalled £248,900 (2020: £162,827).

# BARNET CITIZENS ADVICE BUREAU

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 10 Net Income

	2021 £	2020 £
Net income is stated after charging:		
Depreciation	16,288	14,061
Auditor's remuneration:		
- for audit services	8,480	7,650
- for accountancy and taxation services	864	1,172
Operating lease rentals	38,770	38,983

### 11 Pension commitments

The charity operates a defined contribution pension scheme. Pension costs for the period have been charged at £13,137 (2020: £11,500) as outlined above. At the period end, £2,428 was owed to the scheme (2020: £2,482).

### 12 Tangible Fixed Assets

	Leasehold Improvements £	Computer Equipment £	Fixtures, Fittings and Equipment £	Total £
<b>COST</b>				
At 1 April 2020	90,588	173,530	81,205	345,323
Additions	2,214	10,426	1,464	14,104
As at 31 March 2021	<b>92,802</b>	<b>183,956</b>	<b>82,669</b>	<b>359,427</b>
<b>DEPRECIATION</b>				
At 1 April 2020	62,672	157,747	69,277	289,696
Charge for year	8,431	4,070	3,788	16,288
As at 31 March 2021	<b>71,103</b>	<b>161,817</b>	<b>73,065</b>	<b>305,985</b>
<b>NET BOOK VALUE</b>				
As at 31 March 2021	<b>21,699</b>	<b>22,139</b>	<b>9,604</b>	<b>53,442</b>
As at 31 March 2020	27,916	15,783	11,928	55,627

# BARNET CITIZENS ADVICE BUREAU

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

<b>13 Debtors</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Trade Debtors	140,721	397,675
Prepayments and Accrued Income	-	8,800
	<u>140,721</u>	<u>406,475</u>
<b>14 Creditors: Amounts Falling Due Within One Year</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Trade Creditors	18,589	15,169
Taxation and Social Security	15,422	14,782
Accruals and Deferred Income	66,053	60,048
Other Creditors	7,341	7,040
	<u>107,405</u>	<u>97,039</u>
<b>14a Deferred income</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Deferred income 1 April	11,000	-
Amount (released) in year	(11,000)	-
Amount deferred in year	14,145	11,000
	<u>14,145</u>	<u>11,000</u>

Income is deferred when received in the financial period but has not been earned by the end of the year. Deferred income of £14,145 comprises the following grants;

Help to claim      £14,145

# BARNET CITIZENS ADVICE BUREAU

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 15 Restricted funds

	As 1 April 2020 £	Income £	Expenditure £	Transfers £	At 31 March 2021 £
Macmillan Cancer Research	37,625	108,037	(122,741)	-	22,921
Access to Justice	42,965	-	(42,965)	-	-
Access to Justice Specialist Advice Scheme	-	54,000	(30,458)	-	23,542
Access to Justice CJF	-	5,200	(4,200)	-	1,000
Citizens Advice Energy Best Deal	15,398	5,700	(12,319)	-	8,779
Trust for London	3,785	45,745	(49,530)	-	-
Talisman Account	1,722	-	(86)	-	1,636
Home Office	-	145,801	(142,885)	-	2,916
Eastern European Project	-	15,467	(15,467)	-	-
Sara Young Legacy	8,800	-	-	-	8,800
Big Energy Savings Network	1,000	5,500	(7,913)	1,413	-
Smart Energy	156	-	-	-	156
Broadband Grant	1,000	-	-	-	1,000
Thames Water	10,932	-	(8,982)	-	1,950
Covid Response	-	31,483	(31,483)	-	-
London Borough of Barnet Winter Grant	-	5,000	(1,200)	-	3,800
Good Foundation Trust: Census Fund	-	21,334	(21,334)	-	-
Help to Claim	19,883	153,608	(126,727)	-	46,764
Covid Equipment Fund	-	11,659	(11,659)	-	-
Other Restricted Funds	12,206	2,734	(161)	-	14,779
<b>TOTAL</b>	<b>155,472</b>	<b>611,268</b>	<b>(630,110)</b>	<b>1,413</b>	<b>138,043</b>

## BARNET CITIZENS ADVICE BUREAU

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

#### 15 Restricted funds (continued)

	As 1 April 2019 £	Income £	Expenditure £	Transfers £	At 31 March 2020 £
Macmillan Cancer Research	21,952	149,098	(133,425)	-	37,625
Access to Justice	-	57,287	(14,322)	-	42,965
Citizens Advice Energy Best Deal	7,598	26,453	(18,653)	-	15,398
Trust for London	530	42,500	(39,245)	-	3,785
Talisman Account	2,339	-	(617)	-	1,722
Sara Young Legacy	8,800	-	-	-	8,800
Grange Big	4,230	2,403	(6,633)	-	-
Big Energy Savings Network	-	6,000	(5,000)	-	1,000
Smart Energy	156	-	-	-	156
Broadband Grant	1,000	-	-	-	1,000
Thames Water	2,361	32,104	(23,533)	-	10,932
Help to Claim	6,159	168,376	(154,652)	-	19,883
Harrow Council	-	5,155	(5,155)	-	-
Home Office	-	164,155	(166,799)	2,644	-
Other Restricted Funds	12,206	-	-	-	12,206
<b>TOTAL</b>	<b>67,331</b>	<b>653,531</b>	<b>(568,034)</b>	<b>2,644</b>	<b>155,472</b>

Broadband Grant is funded by Citizens Advice to assist bureaux in upgrading their broadband.

Thames Water Trust fund a debt advice and money mentoring scheme for people in water arrears.

Help to Claim is funded by Citizens Advice to provide advice and support to clients claiming Universal Credit.

The European Settlement Scheme is funded by the Home Office to deliver practical support to vulnerable EU Citizens and their family members and to help them make their EU Settlement Scheme application.

Access to Justice is funding to support the delivery of specialist legal advice in welfare benefits, immigration and employment law.

Macmillan Welfare Benefits project, funded by Macmillan Cancer Support, which provided specialist welfare benefits support to cancer patients.

Citizens Advice Energy Best Extra project, funded by Citizens Advice, which provide advice on reducing energy costs to people in need.

# BARNET CITIZENS ADVICE BUREAU

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Trust for London funded project which supports people in need of legal advice casework for employment and immigration issues.

Talisman Account is a fund established to support destitute clients in emergency circumstances whereby the funding is not immediately available.

Sara Young Legacy is a fund for training events for volunteers, to be used over the next 4-5 years.

Big Energy Savings Network is funded from Citizens Advice to provide advice to help reduce energy costs to clients.

Smart Energy is funded by Citizens Advice to help inform and advise clients on smart energy such as smart meters.

Eastern European Project exists to provide advice specifically to clients from Eastern Europe.

COVID Response and COVID Equipment Fund to deliver equipment and activities specifically aimed to support communities through the COVID19 crisis.

Good Foundation Trust: Census exists to fund costs of gathering Census information during the 2021 census.

Transfer between funds were undertaken to update the designations of some the general funds, and to reflect some unrestricted expenditure on a restricted project.

### 16 Unrestricted funds

	Balance as at 1 April 2020 £	Income £	Expenditure £	Transfers £	Balance as at 31 March 2021 £
<b>Designated funds</b>					
Staff Fund	18,969	-	(18,969)	42,187	42,187
IT/Premises Fund	37,772	-	-	50,000	87,772
Service Development Fund	155,059	-	(90,000)	156,246	221,305
<b>Total designated funds</b>	<u>211,800</u>	<u>-</u>	<u>(108,969)</u>	<u>248,433</u>	<u>351,264</u>
<b>General funds</b>	352,679	537,597	(372,463)	(249,846)	267,967
<b>TOTAL UNRESTRICTED</b>	<u>564,479</u>	<u>537,597</u>	<u>(481,432)</u>	<u>(1,413)</u>	<u>619,231</u>

# BARNET CITIZENS ADVICE BUREAU

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

	Balance as at 1 April 2019 £	Income £	Expenditure £	Transfers £	Balance as at 31 March 2020 £
<b>Designated funds</b>					
Staff Fund	46,088	-	(27,119)	-	18,969
IT/Premises Fund	38,338	-	(10,566)	10,000	37,772
Service Development Fund	117,126	-	(52,067)	90,000	155,059
<b>Total designated funds</b>	<u>201,552</u>	<u>-</u>	<u>(89,572)</u>	<u>100,000</u>	<u>211,800</u>
<b>General funds</b>	292,240	617,032	(453,949)	(102,644)	352,679
<b>TOTAL UNRESTRICTED</b>	<u>493,792</u>	<u>617,032</u>	<u>(543,521)</u>	<u>(2,644)</u>	<u>564,479</u>

### Designated funds:

The Staff Fund includes funds designated to fund a salary review and cost of living increase to align salaries with market rates.

The IT/Premises Fund includes £60,000 (2020: £10,000) designated as a contingency for updating equipment of premises.

The Service Development Fund includes £49,839 (2020: £45,000) designated to fund an Outreach Worker and Receptionist, which will facilitate the charity in meeting its objectives. It also includes £45,000 (2020: £45,000) to fund a Business Development Manager to enable Citizens Advice Barnet to seek new funding opportunities to meet its objectives and diversify its funding stream. It also included allowances for increased supervision capacity and a volunteer trainee which amounted to £61,408 (2020: £nil).

# BARNET CITIZENS ADVICE BUREAU

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

### 17 Net assets by fund

	General funds £	Designated funds £	Restricted funds £	Total funds 2021 £
Tangible fixed assets	53,442	-	-	53,442
Current assets	307,785	351,264	152,188	811,237
Creditors falling due in less than one year	(93,260)	-	(14,145)	(107,405)
	<u>267,967</u>	<u>351,264</u>	<u>138,043</u>	<u>757,274</u>
	General funds £	Designated funds £	Restricted funds £	Total funds 2020 £
Tangible fixed assets	50,442	-	5,185	55,627
Current assets	388,276	211,800	161,287	761,363
Creditors falling due in less than one year	(86,039)	-	(11,000)	(97,039)
	<u>352,679</u>	<u>211,800</u>	<u>155,472</u>	<u>719,951</u>

### 18 Related party transactions

The company pays a premium for professional indemnity insurance for its Trustees which is included within the total insurance premium payable each year. It is not separately identifiable. There were no other related party transactions (2020: none).

### 19 Commitments under operating leases

	Land and Buildings		Other	
	2021 £	2020 £	2021 £	2020 £
Within one year	34,920	36,420	213	2,563
Two to Five years	30,420	65,340	-	-
Greater than Five Years	-	-	-	-
Total	<u>65,340</u>	<u>101,760</u>	<u>213</u>	<u>2,563</u>