

COMPANY REGISTRATION NUMBER: 03617412

CHARITY REGISTRATION NUMBER: 1071297

**Norfolk Citizens Advice Bureau
Company Limited by Guarantee
Financial statements
31 March 2021**

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Financial statements

Year ended 31 March 2021

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Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report)

Year ended 31 March 2021

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 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 published in October 2019.

Reference and administrative details

Registered charity name	Norfolk Citizens Advice Bureau
Charity registration number	1071297
Company registration number	03617412
Principal office and registered office	The Millennium Library The Forum Millennium Plain Norwich NR2 1TF

The trustees

The trustees who served during the year and at the date of approval were as follows:

David Browne (Chair)
Ruth Darrah
Ian Davis
Richard Gray
Charlotte Land
Roger Margand
Benjamin Meen
Andy Mole
Heather Peck
Simon Smith

Chief Executive Officer	Jon Cheyette (resigned 31 March 2021) Mark Hitchcock (appointed 4 October 2021)
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Auditor	Lovewell Blake LLP Chartered accountants & statutory auditor Bankside 300 Peachman Way Broadland Business Park Norwich NR7 0LB
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Bankers	National Westminster Bank plc 45 London Street Norwich Norfolk
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Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

	CAF Bank Ltd 25 Kings Hill Avenue West Malling Kent ME19 4JQ
	Redwood Bank The Nexus Building Broadway Letchworth Garden City Hertfordshire SG6 3TA
Solicitors	Cozens-Hardy LLP Castle Chambers Opie Street Norwich NR1 3DP
	Leathes Prior 74 The Close Norwich Norfolk NR1 4DR

Norfolk Citizens Advice Bureau

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Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Objectives and activities

The Citizens Advice service aims:

- To provide the advice people need for the problems they face;
- To improve the policies and practices that affect people's lives.

Advice provided by the Norfolk Citizens Advice service is free, independent, confidential, impartial, and available to everyone regardless of race, sex, disability, sexuality or nationality. Norfolk Citizens Advice is a member of the national charity Citizens Advice which produces and updates AdviserNet (the web-based system we use to advise clients) and sets and enforces quality standards for the advice services provided, internal organisation, training, equal opportunities and accessibility.

Norfolk Citizens Advice activities are delivered by volunteers and paid staff. In order to sustain the service provided, we run a continuous volunteer recruitment program to staff our generalist advice sessions as well as a range of advice and training projects. At 31 March 2021 we had 102 volunteers delivering an equivalent of approximately 37000 hours of service. In addition to providing advice to our clients, we collect evidence of client experience where this may illustrate failings in local and national policies, and we bring this to the attention of authorities, mostly via Citizens Advice.

Public Benefit

The Trustees are mindful of the requirements of the Charity Commission regarding the Public Benefit test, and confirm that the activities of Norfolk Citizens Advice will conform with these requirements, as stated in the Objectives and Activities above.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Achievements and performance

Our main offices are located as below, with additional outreach services operating across Norfolk:

Attleborough
Dereham
Fakenham
Great Yarmouth
Holt
Kings Lynn
North Walsham
Norwich
Watton
Wymondham until 31 March 2021

People call on Norfolk Citizens Advice in large numbers, seeking advice and information to help them deal positively with the many challenges they face. During this year a total of 15,796 people came to us for help and advice with 52,238 issues. Collectively people who visited us have benefited from a total income gain of £3,694,707. People want to know where they stand, their rights, responsibilities and entitlements, or what other services are available to help them. Welfare Benefits, Employment, Housing, Debt and Family & Relationships continue to be the dominant areas of advice sought. 1,753 people came to see us specifically about 9,244 debt issues and, collectively had their debt reduced by £680,146 where they were entitled to such redress. Many of the people who come to us for help are experiencing high levels of stress and anxiety due to the issues they face. Increasing numbers of people come to us with several, often related and complex issues that are adversely affecting their lives.

We have worked hard to demonstrate to our funders and key stakeholders that our work, in partnership with many other voluntary and statutory sector organisations, is intrinsic to the wellbeing of all in the county. Whilst we are sympathetic to the situation that some of our funders are experiencing due to economic and financial pressures we continue to prove that our service offers best value for Norfolk residents. With the Coronavirus outbreak drastically changing the lives of many it has further enhanced the need for our service, data from our service shows that many people have struggled both financially and emotionally. We know from an HM Treasury approved model that, for a modest investment in our charity, we provide over £40M of benefit each year ensuring, amongst other things, a reduction in demand for statutory services. We maintain that the value and impact of our services must continue for the benefit of our local communities and funding to enable us to develop our work further should therefore be seen as a priority. We are satisfied that our prudent approach to effective budgetary controls have enabled us to deliver a modest unrestricted surplus to ensure we can remain a sustainable local charity.

Volunteer recruitment continues. The pandemic significantly disrupted our service delivery and also led to many volunteers reconsidering their engagement with the service. This topic will continue to be relevant to many volunteers as the pandemic continues and which we will consider with care and compassion.

Pro Bono Solicitors scheme. A pro bono rota scheme has continued to serve Norfolk residents throughout a difficult year aiding client with General and Family Law, Wills & Probate, Employment, Civil Litigation, Clinical Negligence, Personal Injury and Matrimonial matters, this continues to provide an invaluable service to clients. All Lawyers and Solicitors are thanked for contributing their time and expertise giving legal advice via telephone during the Covid 19 lockdown and beyond.

Food Banks and Vouchers. There has been a sustained increase in the demand for Food Vouchers at all our offices. Whilst delays in benefit payments leaving clients with gaps in income and clients whose benefits have been sanctioned make up the bulk of this work, many more low income families, not in receipt of welfare payments, are looking for foodbank help. Our partnerships with Foodbanks across the county has been a vital lifeline to many families living on the margins and we expect this demand to continue increasing. In 20/21 financial year we started a dedicated Foodbank Project in Norwich, Kings Lynn and Hunstanton thanks to an ASDA grant which will run until 2023.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Achievements and performance *(continued)*

The Funders

Norfolk Citizens Advice acknowledges the funding sources that enable us to continue to deliver our core services, including:

Breckland Borough Council, Great Yarmouth Borough Council, Norfolk County Council, North Norfolk District Council, Norwich City Council, agree to provide grant aid for advice services for residents within the Council areas.

Debt Advice - Money and Pension Service - Funded by the Money & Pensions Service, our team of eight full and part time debt advisers and two debt administrators, provide debt and money advice, income maximisation and exploration and advice on all appropriate options and support across Norfolk.

MS Society

A fund to provide specialist Welfare Benefits advice to people with MS, their families and carers. Service Level Agreements in place with North Norfolk, Dereham & District, Kings Lynn and Norwich MS Society branches.

Social Prescribing - A project funded by Norfolk County Council to ensure people get the right support to reduce the reliance on GP and local primary and secondary health services. This is based in Norwich and Broadland with Norfolk Citizens Advice working in partnership with other voluntary organisations within the Norfolk Community Advice Network (NCAN).

National Lottery - We are very grateful for the support from the National Lottery who have awarded us grant funding to enable us to run a Help Through Crisis project, in partnership with other local agencies, to help the most vulnerable in the Dereham area.

Help To Claim - Funding from The Department of Work & Pensions (DWP) for the provision of Help To Claim. A service delivered through face to face, telephone and webchat to assist people with claiming Universal Credit.

Other funding sources

One off donations and sponsorships are sometimes received from local businesses, local Trusts, Parish Councils and the public as part of general appeals. We were also lucky enough to benefit from additional funding available due to Covid in 2021.

Organisational Development - Over the last year and the Covid 19 pandemic we have had to ramp up our digital service to meet the increase in telephone and webchat demand. We have also had to embrace many changes to service and technology to enable staff and volunteers to work from home during lockdowns.

Thank you

Finally, all the above would not have been possible without the hard work and dedication of the staff and volunteers, and the solicitors who provide support on a pro bono basis. All strive towards excellence each day on behalf of our clients.

Thanks also go to all our funders and partners over the past year. We look forward to developing our relationship with them in the forthcoming year.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Financial review

Breckland Borough Council, Great Yarmouth Borough Council, Norfolk County Council, North Norfolk District Council, Norwich City Council and South Norfolk District Council offer financial support to enable Norfolk Citizens Advice to offer a comprehensive range of advice services. In addition to the funding above, additional funding was also sought from parish councils, other statutory sources, grant making trusts, appeals to businesses and individuals.

The audited accounts of Norfolk Citizens Advice are attached to this report and full details of our financial position are contained therein together with the auditor's report to the trustees.

The trustees are confident that our future funding will be such that Norfolk Citizens Advice will be able to meet its obligations as they fall due in the ordinary course of business.

There was a surplus for the year of £42,403 (2020: £30,949). The forecast for 2021/22 currently shows a surplus of circa £3,000. We continue to seek additional funding sources to underpin the work of Norfolk Citizens Advice.

We were very fortunate this year to have received a legacy of £60,000. This money enabled us to continue running our core service during a difficult year.

Summary of previous five year's accounts

The following table is a summary of income and expenditure and the reserves position for the past five years.

	2021	2020	2019 <i>(restated for merger)</i>	2018	2017
	£	£	£	£	£
Income	1,992,559	1,516,489	1,385,799	736,746	770,769
Expenditure	1,950,156	1,485,540	1,174,790	679,615	819,733
Surplus / (Deficit)	42,403	30,949	211,009	57,131	(48,964)
Staff costs	1,090,580	923,813	672,237	412,231	493,996
% of income	55	61	49	56	64
Number	39	39	28	20	18
Premises and other costs	198,264	180,695	155,317	129,548	152,439
% of income	10	12	11	18	20
Unrestricted reserves	534,621	532,639	436,582	291,419	235,790
Restricted reserves	161,277	120,856	185,964	14,705	13,203
Total reserves	695,898	653,495	622,546	306,124	248,993

Investment powers and policy

Under the Memorandum and Articles of Association, the charity has the power to invest in any way the trustees wish.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Financial review *(continued)*

Reserves policy

The Trustee Board, having considered the potential risks facing the charity and assessed the future plans, would wish to aim to retain sufficient free reserves to meet running costs over a 4-month period prior to closure, should this be necessary. The Trustee Board require that as a minimum the free reserves should be sufficient to cover redundancy payments, meet contractual obligations and running costs during a withdrawal process. This has been reviewed and calculated at £423,000 which equates to four months of operating costs. The total funds held as at 31 March 2021 were £695,898 (2020: £653,495) which includes restricted funds of £161,277 (2020: £120,856), free reserves were £500,704 (2020: £484,186). The trustees keep the reserves under regular review.

Plans for future periods and covid-19

Meeting the increasingly complex needs of a growing number of Norfolk citizens who approach us for quality assured, accredited advice will continue to both challenge us and also provide an opportunity to develop the service innovatively. We will need to further develop our ability to provide advice and information through digital channels including webchats, phone, email and potentially other digital platforms (social media, Apps).

Moving forward we have a combined focus of our face-to-face service, offered free and impartially throughout the county and our Digital service to continue providing help and support. This will require the continued input of our teams of volunteers and staff but will also require more volunteers to join us and train as advisers. Our annual plan will indicate how we will achieve this.

We will also need to continue to focus on seeking new ways to supplement our main funding sources to ensure we can continue to meet the growing demand for our services. In all of this, it will be important to emphasise the impact and value we provide as a local charity for the benefit of the whole community, not just the people who come to us for essential advice and information.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Structure, governance and management

Governing document

The charity was incorporated in August 1998. On 29 November 2012 the previously named Norwich and West Norfolk Citizens Advice Bureau merged with two other local Bureaux to form the wider serving Norfolk Citizens Advice Bureau. In 2019 we also successfully merged with Mid Norfolk Citizens Advice to bring both organisations under the same umbrella.

Its objects and rules are regulated by a standard constitution approved by the Citizen Advice (the National Body) and implemented by a Committee of Management elected at an Annual General Meeting. The Committee, being the governing body act as trustees for the charity.

Appointment of trustees

Potential trustees are required to complete an application form and attend an interview. A panel of three, drawn from the Trustee Board, usually conducts the interview. Questions are asked of the interviewee relating to the competencies required for the role of Trustee. The Articles of Association also allow potential trustees to stand for election at the Bureau AGM, provided they give sufficient notice of their intention.

Successful applicants are co-opted as Directors by the Trustees Board and then nominated at the next AGM for election to the Board for a further three years. All Trustees have to be nominated on a rotation basis for election at the AGM for a three year term of office. They may be nominated again for a further three years. Trustees who served during the year and up to the date of this report are set out on page 1.

Trustee induction and training

New trustees undergo an induction period, which is determined by their previous experience and knowledge of the organisation. This may include:

- A tour of the Norfolk Citizens Advice offices to meet key staff and volunteers
- Receiving an induction pack, supplied by National Citizens Advice
- Receiving a specific Norfolk Citizens Advice induction pack
- An invitation to attend a Citizens Advice New Trustee event

Training is provided as required according to individual and corporate training need.

Organisation

The Trustee Board sets the governance for the organisation and in conjunction with the CEO agrees strategy. The CEO and senior management team are responsible for the operational management of the organisation. The Trustees take account of the strategy set by Citizens Advice when developing the strategic plan for Norfolk Citizens Advice.

Risk management

The trustees acknowledge the Charity Commission's requirement for them to undertake a review of the major risks to which the organisation is exposed and to establish systems to mitigate these risks. The trustees undertook a number of reviews during the year and also as part of the Leadership Self-Assessment which is an annual audit of the effectiveness of the organisations' management and governance processes and structures.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Statement of Internal Control

- Norfolk Citizens Advice Trustee Board oversees the information security of all personal information of our clients, staff, funders and strategic partners that is processed. Norfolk Citizens Advice hold joint responsibility for client data that is held in our case management system, with the national Citizens Advice Service.
- An information assurance management team exists to ensure the confidentiality, integrity and availability of all personal and sensitive data is maintained to a level which is compliant with the requirements the General Data Protection Regulation and Data Protection Act 2018.

Pay policy for senior staff

The pay levels of senior staff are reviewed annually, reported on to the Board and decisions about pay rises are based on a combination of performance and inflation.

Trustees' responsibilities statement

The trustees (who are also directors 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 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 for that period.

In preparing these financial statements, the trustees are required to:

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

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

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 March 2021

Auditor

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

Small company provisions

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

The trustees' annual report was approved on and signed on behalf of the board of trustees by:

David Browne (Chair)
Trustee

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Independent auditor's report to the members of Norfolk Citizens Advice Bureau

Year ended 31 March 2021

Opinion

We have audited the financial statements of Norfolk Citizens Advice Bureau (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes, 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 FRS 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 charity'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;
- 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 charity 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 charity'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.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Independent auditor's report to the members of Norfolk Citizens Advice Bureau (continued)

Year ended 31 March 2021

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. 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.

In connection with our audit of the financial statements, 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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 for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity 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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Independent auditor's report to the members of Norfolk Citizens Advice Bureau (continued)

Year ended 31 March 2021

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

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 extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance;
- Enquiry of entity staff compliance functions to identify any instances of non-compliance with laws and regulations;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

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.

Norfolk Citizens Advice Bureau

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Independent auditor's report to the members of Norfolk Citizens Advice Bureau *(continued)*

Year ended 31 March 2021

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. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity'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 charity'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 charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Mark Proctor FCA DChA (Senior Statutory Auditor)

For and on behalf of
Lovewell Blake LLP
Chartered accountants & statutory auditor
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Statement of financial activities (including income and expenditure account)

Year ended 31 March 2021

		Unrestricted funds £	2021 Restricted funds £	Total funds £	2020 Total funds £
	Note				
Income and endowments					
Donations and legacies	5	88,082	–	88,082	31,578
Charitable activities	6	653,925	1,248,030	1,901,955	1,484,137
Investment income	7	998	–	998	774
Other income	8	1,524	–	1,524	–
Total income		<u>744,529</u>	<u>1,248,030</u>	<u>1,992,559</u>	<u>1,516,489</u>
Expenditure					
Charitable activities	9	(770,848)	(1,179,308)	(1,950,156)	(1,485,540)
Total expenditure		<u>(770,848)</u>	<u>(1,179,308)</u>	<u>(1,950,156)</u>	<u>(1,485,540)</u>
Net income before transfer of funds		(26,319)	68,722	42,403	30,949
Transfers between funds		28,301	(28,301)	–	–
Net movement in funds		<u>1,982</u>	<u>40,421</u>	<u>42,403</u>	<u>30,949</u>
Reconciliation of funds					
Total funds brought forward as previously reported		532,639	120,856	653,495	643,305
Prior year adjustment		–	–	–	(20,759)
Total funds brought forward as restated		<u>532,639</u>	<u>120,856</u>	<u>653,495</u>	<u>622,546</u>
Total funds carried forward		<u>534,621</u>	<u>161,277</u>	<u>695,898</u>	<u>653,495</u>

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

The notes on pages 18 to 30 form part of these financial statements.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Balance sheet

31 March 2021

	Note	2021 £	£	2020 £	£
Fixed assets					
Tangible fixed assets	15		33,917		48,453
Current assets					
Debtors	16	119,003		194,917	
Cash at bank and in hand		<u>714,437</u>		<u>638,736</u>	
		833,440		833,653	
Creditors: Amounts falling due within one year	17	<u>(171,459)</u>		<u>(228,611)</u>	
Net current assets			661,981		605,042
Total assets less current liabilities			<u>695,898</u>		<u>653,495</u>
Funds of the charity					
Restricted funds			161,277		120,856
Unrestricted funds			<u>534,621</u>		<u>532,639</u>
Total charity funds	19		<u>695,898</u>		<u>653,495</u>

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

These financial statements were approved by the board of trustees and authorised for issue on, and are signed on behalf of the board by:

David Browne (Chair)
Trustee

Company registration number: 03617412

The notes on pages 18 to 30 form part of these financial statements.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Statement of cash flows

Year ended 31 March 2021

	2021 £	2020 £
Cash flows from operating activities		
Net income	42,403	30,949
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	14,536	9,690
Other interest receivable and similar income	(998)	(774)
<i>Changes in:</i>		
Trade and other debtors	75,914	(74,783)
Trade and other creditors	(57,152)	13,968
Cash generated from operations	74,703	(20,950)
Interest received	998	774
Net cash from/(used in) operating activities	<u>75,701</u>	<u>(20,176)</u>
Cash flows from investing activities		
Purchase of tangible assets	—	(58,143)
Net cash used in investing activities	<u>—</u>	<u>(58,143)</u>
Net increase/(decrease) in cash and cash equivalents	75,701	(78,319)
Cash and cash equivalents at beginning of year	<u>638,736</u>	<u>717,055</u>
Cash and cash equivalents at end of year	<u>714,437</u>	<u>638,736</u>

The notes on pages 18 to 30 form part of these financial statements.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Notes to the financial statements

Year ended 31 March 2021

1. General information

The charity is a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is The Millennium Library, The Forum, Millennium Plain, Norwich, Norfolk, NR2 1TF. The principal activity of the charity is detailed within the Trustees report.

2. Statement of compliance

The charity constitutes a public benefit entity as defined by FRS 102. 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

3. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on the historical cost basis.

The financial statements are prepared in sterling, which is the functional currency of the entity.

(b) Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

(c) Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

(d) Income

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- Donations and legacy income is received by way of donations, legacies, grants and gifts and is included in full in the Statement of Financial Activities when receivable. Where legacies have been notified to the charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Norfolk Citizens Advice Bureau

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Notes to the financial statements *(continued)*

Year ended 31 March 2021

3. Accounting policies *(continued)*

Income *(continued)*

- Donated services and facilities are included at the value to the charity, being the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market. The value of services provided by volunteers has not been included in these accounts.
- Investment income is included when receivable.
- Income from charitable trading activity is accounted for when earned.
- Income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

(e) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- Charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Rent, cleaning, telephone, stationery and general office supplies are allocated on the basis of floor space occupied by the relevant personnel.

(f) Tangible assets

All fixed assets are initially recorded at cost.

Assets donated to the bureau are capitalised at fair value.

Minor capital additions are written off to expenditure in the year of purchase.

(g) Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

- | | |
|-----------|---------------------|
| Equipment | - 25% straight line |
|-----------|---------------------|

Norfolk Citizens Advice Bureau

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Notes to the financial statements *(continued)*

Year ended 31 March 2021

3. Accounting policies *(continued)*

(h) Government grants

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the company will comply with the conditions attaching to them and the grants will be received.

Where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

(i) Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

(j) Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against profits on a straight line basis over the period of the lease.

(k) Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

(l) Taxation

The charity has no liability to income or capital gains tax as surplus income and gains are applied for charitable purposes.

(m) Redundancy

Where an obligation to make a redundancy or termination payment exists, the costs incurred by the charity are accounted for on an accruals basis and included within employee benefits.

4. Limited by guarantee

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

Norfolk Citizens Advice Bureau

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Notes to the financial statements *(continued)*

Year ended 31 March 2021

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Donations			
Donations and gifts	27,082	—	27,082
Legacies			
Legacies	61,000	—	61,000
	<u>88,082</u>	<u>—</u>	<u>88,082</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Donations			
Donations and gifts	21,416	10,162	31,578
Legacies			
Legacies	—	—	—
	<u>21,416</u>	<u>10,162</u>	<u>31,578</u>

6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Grants - Local Authorities	484,309	—	484,309
Special contributions	169,616	1,248,030	1,417,646
	<u>653,925</u>	<u>1,248,030</u>	<u>1,901,955</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Grants - Local Authorities	478,362	—	478,362
Special contributions	100,654	905,121	1,005,775
	<u>579,016</u>	<u>905,121</u>	<u>1,484,137</u>

Government funding received during the year totalled £484,309 (2020: £478,362).

7. Investment income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Bank interest receivable	<u>998</u>	<u>998</u>	<u>774</u>	<u>774</u>

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Notes to the financial statements *(continued)*

Year ended 31 March 2021

8. Other income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Covid-19 Job Retention Scheme	<u>1,524</u>	<u>1,524</u>	<u>—</u>	<u>—</u>

£1,524 is government grant income (2020: £Nil).

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Notes to the financial statements *(continued)*

Year ended 31 March 2021

9. Expenditure on charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Salaries	377,372	713,208	1,090,580
Course fees and training	2,137	1,448	3,585
Recruitment	4,674	2,264	6,938
Telephone	18,122	9,207	27,329
Publicity and information	14,472	427	14,899
Property costs	177,760	20,504	198,264
Travelling, volunteer expenses and disbursements	20,590	16,823	37,413
Repairs	41,532	–	41,532
Professional fees	11,793	7,052	18,845
Bank charges	383	–	383
Postage, printing and stationery	13,197	4,926	18,123
Other costs	3,858	27,185	31,043
Computer consumables	37,410	21,666	59,076
Partner payments	20,845	354,598	375,443
Depreciation	14,536	–	14,536
Bad debts written off	4,435	–	4,435
Governance	7,732	–	7,732
	<u>770,848</u>	<u>1,179,308</u>	<u>1,950,156</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Salaries	250,627	673,186	923,813
Course fees and training	5,007	1,455	6,462
Recruitment	1,194	1,990	3,184
Telephone	13,907	10,306	24,213
Publicity and information	10,199	10,617	20,816
Property costs	110,236	70,459	180,695
Travelling, volunteer expenses and disbursements	49,706	25,096	74,802
Repairs	10,337	4,769	15,106
Professional fees	8,150	7,388	15,538
Bank charges	381	24	405
Postage, printing and stationery	9,447	4,431	13,878
Other costs	8,420	2,073	10,493
Computer consumables	17,262	21,769	39,031
Partner payments	14,012	127,393	141,405
Depreciation	6,861	2,829	9,690
Bad debts written off	–	–	–
Governance	6,009	–	6,009
	<u>521,755</u>	<u>963,785</u>	<u>1,485,540</u>

Analysis of Governance costs

	2021 £	2020 £
Audit fees	7,732	5,912
Trustee expenses	–	97
Total	<u>7,732</u>	<u>6,009</u>

Norfolk Citizens Advice Bureau

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Notes to the financial statements *(continued)*

Year ended 31 March 2021

10. Net income

Net income is stated after charging/(crediting):

	2021	2020
	£	£
Depreciation of tangible fixed assets	14,536	9,690
Operating lease rentals	<u>153,096</u>	<u>134,937</u>

11. Auditors remuneration

	2021	2020
	£	£
Fees payable for the audit of the financial statements	<u>7,732</u>	<u>5,912</u>

12. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2021	2020
	£	£
Wages and salaries	975,961	826,543
Social security costs	72,477	60,656
Employer contributions to pension plans	<u>42,142</u>	<u>36,614</u>
	<u>1,090,580</u>	<u>923,813</u>

Key management personnel amounted to £147,848 in respect of three employees. (2020 - £147,763 for three employees)

Wages and salaries for 2021 include £Nil (2020 - £4,984) of non-contractual termination payments.

The bureau maintains its services to the public through the help of voluntary workers.

The average head count of employees during the year was 49 (2020: 44). The average number of full-time equivalent employees during the year is analysed as follows:

	2021	2020
	No.	No.
Administration and support	6	6
Direct charitable	<u>33</u>	<u>33</u>
	<u>39</u>	<u>39</u>

No employee received employee benefits of more than £60,000 during the year (2020: Nil).

13. Trustee remuneration and expenses

The trustees did not receive any remuneration in the year.

No Trustees were reimbursed for expenses during the year (2020: £97 was reimbursed in total to three Trustees for reimbursement of travel expenses to committee meetings). No balance was outstanding at the year end.

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Notes to the financial statements *(continued)*

Year ended 31 March 2021

14. Transfers between funds

Transfers between funds represent the element of projects which have been completed by volunteers and therefore have no cost to the charity.

15. Tangible fixed assets

	Equipment £	Total £
Cost		
At 1 April 2020 and 31 March 2021	58,143	58,143
Depreciation		
At 1 April 2020	9,690	9,690
Charge for the year	14,536	14,536
At 31 March 2021	24,226	24,226
Carrying amount		
At 31 March 2021	33,917	33,917
At 31 March 2020	48,453	48,453

16. Debtors

	2021 £	2020 £
Trade debtors	108,758	188,482
Prepayments and accrued income	10,082	6,272
Other debtors	163	163
	119,003	194,917

The charity has been notified of an additional legacy receivable which has not been included within the accounts as there is uncertainty over the value to be received.

17. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	54,426	47,346
Social security and other taxes	22,733	18,279
Accruals and deferred income	85,701	161,382
Other creditors	8,599	1,604
	171,459	228,611

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Notes to the financial statements *(continued)*

Year ended 31 March 2021

17. Creditors: Amounts falling due within one year *(continued)*

	2021 £	2020 £
Deferred income brought forward	148,088	131,703
Released during the year	(148,088)	(131,703)
Deferred during the year	23,034	148,088
Deferred income carried forward	<u>23,034</u>	<u>148,088</u>

Deferred income relates to funding received for future periods.

18. Pensions and other post retirement benefits

The amount recognised in income and expenditure as an expense in relation to defined contribution plans was £42,142 (2020: £36,614). The amount outstanding as at 31 March 2021 was £7,935 (2020: £1,923).

19. Analysis of charitable funds

Unrestricted funds

Year ended 31 March 2021

	At 1 April 2020 £	Income £	Expenditure £	Transfers £	At 31 March 2021 £
General funds	532,639	744,529	(770,848)	28,301	534,621

Year ended 31 March 2020

	At 1 April 2019 £	Income £	Expenditure £	Transfers £	At 31 March 2020 £
General funds	436,582	601,206	(521,755)	16,606	532,639

Norfolk Citizens Advice Bureau

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Notes to the financial statements *(continued)*

Year ended 31 March 2021

Restricted funds

Year ended 31 March 2021

	At 1 April 2020	Income	Expenditure	Transfers	At 31 March 2021
	£	£	£	£	£
New Horizons (LEP)	2,290	–	(2,574)	284	–
NCC Social Prescribing	6,076	74,920	(66,061)	–	14,935
MaPS (Face 2 Face)	–	268,383	(242,207)	(26,176)	–
MaPS Increasing Capacity	–	17,404	(9,331)	(8,073)	–
Help to Claim	41,189	334,188	(324,305)	–	51,072
Help Through Crisis	43,791	109,452	(108,308)	–	44,935
Civic	7,706	–	–	–	7,706
One Norwich	19,804	353,155	(334,932)	–	38,027
One Norwich PCCO	–	4,430	(4,181)	(249)	–
NNPCT	–	70,050	(65,448)	–	4,602
Foodbank	–	16,048	(21,961)	5,913	–
	<u>120,856</u>	<u>1,248,030</u>	<u>(1,179,308)</u>	<u>(28,301)</u>	<u>161,277</u>

Year ended 31 March 2020

	At 1 April 2019	Income	Expenditure	Transfers	At 31 March 2020
	£	£	£	£	£
Energy Best Deal (EBDx)	–	10,800	–	(10,800)	–
Hastoe Housing Association	–	2,000	–	(2,000)	–
MS Society	–	8,712	–	(8,712)	–
New Horizons (LEP)	27,762	15,086	(23,558)	(17,000)	2,290
RAF Benevolent Fund	–	–	(6,998)	6,998	–
NCC Social Prescribing	26,112	96,637	(116,673)	–	6,076
EDIC	36,682	13,886	(14,308)	(36,260)	–
Help to Claim	85,408	398,807	(399,235)	–	84,980
Lottery	–	–	–	–	–
Community Fund	10,000	–	(10,000)	–	–
Civic	–	14,890	(7,184)	–	7,706
One Norwich	–	86,760	(66,956)	–	19,804
NNPCT	–	14,053	(15,589)	1,536	–
MaPS (Face 2 Face)	–	253,652	(303,284)	49,632	–
	<u>185,964</u>	<u>915,283</u>	<u>(963,785)</u>	<u>(16,606)</u>	<u>120,856</u>

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Notes to the financial statements *(continued)*

Year ended 31 March 2021

Energy Best Deal Extra (EBDx) - Funding to provide support to consumers regarding energy issues.

Hastoe Housing Association - Funding to provide an advice service to support Hastoe residents.

MaPS (Face to Face) - Funding to provide debt advice sessions.

MaPS Increasing Capacity - Funding to provide debt advice sessions.

MS Society - Funding to provide specialist welfare benefits advice to people with MS, their families and carers in the North Norfolk, Kings Lynn and Dereham areas.

New Horizons (LEP) - Funding to provide 20 hours of 1:1 coaching support to individuals to get on in life and closer to the labour market.

RAF Benevolent Fund - Funding to provide a dedicated outreach service to service personnel and their families at RAF Marham.

NCC Social Prescribing - Funding to provide the provision of Living Well Workers/Connectors to help people identify their goals and strengths, and the issues and support to achieve these goals.

EDIC - Funding to provide information deliver to Norfolk citizens about the terms and implications of Brexit.

Help to Claim - Funding to provide support to those who are most vulnerable.

Help Through Crisis - Funding to provide support to those who are most vulnerable.

Lottery Community Fund - Funding to further the social media function of the charity.

Civic - Fundraised income as a result of our being involved in the Norwich Civic Charity of the Year which is then shared equally between all partner charities.

One Norwich - Funding for our Social Prescribing project in Norwich and Broadland.

One Norwich PCCO - XXX

NNPCT - Funding for our Social Prescribing project in North Norfolk.

Foodbank - Dedicated Foodbank Proect in Norwich, Kings Lynn and Hunstanton through a grant received from ASDA.

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Notes to the financial statements *(continued)*

Year ended 31 March 2021

20. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Tangible fixed assets	33,917	—	33,917
Net current assets	500,704	161,277	661,981
	<u>534,621</u>	<u>161,277</u>	<u>695,898</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Tangible fixed assets	48,453	—	48,453
Net current assets	484,186	120,856	605,042
	<u>532,639</u>	<u>120,856</u>	<u>653,495</u>

21. Prior year adjustments

Prior year adjustments were made to the financial statements for the year ended 31 March 2020, relating to the accounting period ending 31 March 2019. These correspond to errors resulting from the merger with Mid Norfolk Citizens Advice Bureau.

The prior year financial statements have been restated to correct the following:

Statement of Financial Activities

	As previously reported £	Prior year adjustment £	Restated £
Expenditure			
Charitable activities	<u>1,154,031</u>	<u>20,759</u>	<u>1,174,790</u>

Balance sheet

	As previously reported £	Prior year adjustment £	Restated £
Debtors	120,643	(509)	120,134
Creditors: Amounts falling due after one year	<u>(194,393)</u>	<u>(20,250)</u>	<u>(214,643)</u>
Unrestricted funds	<u>457,341</u>	<u>(20,759)</u>	<u>436,582</u>

22. Analysis of changes in net debt

	At 1 Apr 2020 £	Cash flows £	At 31 Mar 2021 £
Cash at bank and in hand	<u>638,736</u>	<u>75,701</u>	<u>714,437</u>

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Notes to the financial statements *(continued)*

Year ended 31 March 2021

23. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2021	2020
	£	£
Not later than 1 year	80,544	62,559
Later than 1 year and not later than 5 years	69,864	105,908
	<u>150,408</u>	<u>168,467</u>

24. Related parties

During the year a credit note was raised for £7,615 and re-invoiced for £7,417 to The Friends of Norfolk Citizens Advice Bureau, R Darrah is a also a Trustee. This related to the outstanding balance as at 31 March 2020 of £25,434 of which £198 was irrecoverable. During the year ended 31 March 2020 £67,581 was invoiced relating to Digital Hub Costs, salaries and volunteers costs, office and premises costs and Governance costs. There was no balance outstanding as at 31 March 2021.