

COMPANY REGISTRATION NUMBER: 03617412
CHARITY REGISTRATION NUMBER: 1071297

Norfolk Citizens Advice Bureau
Company Limited by Guarantee
Financial statements
31 March 2023

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Financial statements

Year ended 31 March 2023

	Page
Trustees' annual report (incorporating the directors' report)	1
Independent auditor's report to the members	12
Statement of financial activities (including income and expenditure account)	16
Balance sheet	17
Statement of cash flows	18
Notes to the financial statements	19

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report)

Year ended 31 March 2023

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 2023.

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	54 Whiffler Road Norwich Norfolk NR3 2AY

The trustees

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

David Browne (Chair)
Peta Banks (appointed 1 June 2022)
Ian Davis
Richard Gray
Charlotte Land
Roger Margand
Mary Massey (appointed 1 June 2022)
Benjamin Meen
Andy Mole
Heather Peck
Simon Smith

Chief Executive Officer Mark Hitchcock

Auditor Lovewell Blake LLP
Chartered accountants & statutory auditor
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Bankers CAF Bank Limited
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

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

Year ended 31 March 2023

Solicitors

Redwood Bank
The Nexus Building
Broadway
Letchworth Garden City
Hertfordshire
SG6 3TA

Cozens-Hardy LLP
Castle Chambers
Opie Street
Norwich
NR1 3DP

Leathes Prior
74 The Close
Norwich
Norfolk
NR1 4DR

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

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

Year ended 31 March 2023

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 2023 we had 147 volunteers delivering an equivalent of approximately 50,000 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 Bureau 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 2023

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

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 14,520 people came to us for help and advice with 42,172 issues. Collectively people who visited us have benefited from a total income gain of £1,961,343. 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. 2,102 people came to see us specifically about debt issues and collectively had their debt reduced by £1,110,326 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.

We know from an HM Treasury approved model that, for a modest investment in our charity, we provide over £32m 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.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

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

Year ended 31 March 2023

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, North Norfolk District Council and Norfolk County Council, provide grant support for the residents of their region.

Great Yarmouth Borough Council, Norwich City Council, King's Lynn and West Norfolk Borough Council, Broadland and South Norfolk District Councils have provided project funding for our specialist services, including the Help Through Crisis service.

The Money and Pension Service: provided core funding for our team of debt advisers and administrators, ensuring high-quality debt and money advice, income maximisation and exploration and advice on all appropriate options and support across Norfolk.

Food Bank Support: 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 and the Trussell Trust across the county continues to be a vital lifeline to many families living on the margins and we expect this demand to continue increasing.

Interact: funded by OneNorwich Practices, the project supports people with resilience whilst tackling the negative impact of housing and the home environment on health and wellbeing, with a focus on reducing inequalities through a multi-partner approach.

Norwich Social Prescribing: Norfolk Citizens Advice working in partnership with other voluntary organisations to deliver support to service users in Norwich primary care services, improving health and reducing reliance on clinical services.

National Lottery Community Fund: 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, and support our digital and face-to-face delivery. Thank you to everyone who played the lottery and supported with their funds.

Warm & Wise: two-year partnership between Citizens Advice Diss, Thetford and District (lead partner) and Norfolk Citizens Advice. Funding was received through the Energy industry voluntary Redress Scheme to deliver specialised domestic energy and fuel advice to clients in Norfolk.

Chances: a project run by Norfolk County Council and funded by ESF, this runs until September 2023. Chances offers personalised health and employment support to people living across Norfolk, to move them either into or closer to work.

Funded Energy advice projects: provide specialist energy advice and income maximisation support to clients experiencing fuel poverty. Multiple energy programmes have been made available by funding allocated by national Citizens Advice

Carers Matters: provides bespoke triage and advice to carers identified in Voluntary Norfolk projects primarily in the form of welfare rights, however where there are also debt issues these will be included to save multiple referrals for Service Users.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

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

Year ended 31 March 2023

Achievements and performance *(continued)*

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 would particularly like to thank the Norfolk Community Advice Network for its collaboration and funding support in the past year.

Donations and pro-bono services

We receive a number of donations from individuals and the support of corporate partners throughout the year. We would particularly like to thank all the Lawyers and Solicitors for contributing their time and expertise giving pro-bono legal advice.

Thank you

Finally, all the above would not have been possible without the hard work and dedication of the staff and volunteers. All strive towards excellence each day on behalf of our clients.

Thanks also go to all our named and unnamed 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 2023

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 £86,951 (2022: £98,077). The forecast for 2023/24 currently shows a deficit of circa £40,000. We continue to seek additional funding sources to underpin the work of Norfolk Citizens Advice.

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.

	2023	2022	2021 <i>(restated for merger)</i>	2020	2019
	£	£	£	£	£
Income	2,127,798	2,122,646	1,992,559	1,516,489	1,385,799
Expenditure	2,040,847	2,024,569	1,950,156	1,485,540	1,174,790
Surplus / (Deficit)	86,951	98,077	42,403	30,949	211,009
Staff costs	1,147,645	1,214,998	1,090,580	923,813	672,237
% of income	54	57	55	61	49
Number	39	45	39	39	28
Premises and other costs	125,716	133,480	198,264	180,695	155,317
% of income	6	6	10	12	11
Unrestricted reserves	795,074	762,244	534,621	532,639	436,582
Restricted reserves	85,852	31,731	161,277	120,856	185,964
Total reserves	880,926	793,975	695,898	653,495	622,546

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 2023

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 £435,709 which equates to four months of operating costs. The total funds held as at 31 March 2023 were £880,926 (2022: £793,975) which includes restricted funds of £85,852 (2022: £31,371), free reserves were £790,229 (2022: £742,863). The trustees keep the reserves under regular review.

Plans for future periods

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 2023

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.

Our trustees board sets the vision and gives strategic direction to Norfolk Citizens Advice. The trustees are also directors of the charitable company.

Appointment of trustees

We recruit trustees through a transparent and competitive process, advertising widely to find trustees with the skills required by the Board. In 2022-23 we recruited two new trustees. The Articles of Association also allow potential trustees to stand for election at the Norfolk Citizens Advice AGM, provided they give sufficient notice of their intention.

Successful applicants are co-opted as Trustees 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 2023

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.

Fundraising standards

The charity carries out limited fundraising activities in connection with its activities. No professional fundraisers or third-party commercial participators are used. There have been no complaints about the charity's fundraising this year. Fundraising is monitored by way of the charity recording all donations and events where income is received. No direct contact is made with the public regarding fundraising activities. The charity is registered with the Fundraising Regulator, registration number 1071297.

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 statement 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 the income and expenditure, 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 applicable Charities SORP 2019 (FRS102);
- make judgments 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 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 2023

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 2023

Opinion

We have audited the financial statements of Norfolk Citizens Advice Bureau (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes, including 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 2023 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 2023

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 Trustees' 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.

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 course of 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 the directors' 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 2023

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 rationale of significant transactions outside the normal course of operations 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

Company Limited by Guarantee

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

Year ended 31 March 2023

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 2023

		Unrestricted funds £	2023 Restricted funds £	Total funds £	2022 Total funds £
	Note				
Income and endowments					
Donations and legacies	5	28,737	14,907	43,644	54,001
Charitable activities	6	510,899	1,569,805	2,080,704	2,067,788
Investment income	7	2,585	—	2,585	857
Other income	8	865	—	865	—
Total income		<u>543,086</u>	<u>1,584,712</u>	<u>2,127,798</u>	<u>2,122,646</u>
Expenditure					
Charitable activities	9	(561,012)	(1,479,835)	(2,040,847)	(2,024,569)
Total expenditure		<u>(561,012)</u>	<u>(1,479,835)</u>	<u>(2,040,847)</u>	<u>(2,024,569)</u>
Net income before transfer of funds		(17,926)	104,877	86,951	98,077
Transfers between funds		50,756	(50,756)	—	—
Net movement in funds		<u>32,830</u>	<u>54,121</u>	<u>86,951</u>	<u>98,077</u>
Reconciliation of funds					
Total funds brought forward		<u>762,244</u>	<u>31,731</u>	<u>793,975</u>	<u>695,898</u>
Total funds carried forward		<u>795,074</u>	<u>85,852</u>	<u>880,926</u>	<u>793,975</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 19 to 32 form part of these financial statements.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Balance sheet

31 March 2023

		2023		2022	
	Note	£	£	£	£
Fixed assets					
Tangible fixed assets	15		4,845		19,381
Current assets					
Debtors	16	221,889		232,932	
Cash at bank and in hand		1,033,857		716,050	
		<u>1,255,746</u>		<u>948,982</u>	
Creditors: Amounts falling due within one year	17	<u>(379,665)</u>		<u>(174,388)</u>	
Net current assets			876,081		774,594
Total assets less current liabilities			<u>880,926</u>		<u>793,975</u>
Funds of the charity					
Restricted funds			85,852		31,731
Unrestricted funds			795,074		762,244
Total charity funds	19		<u>880,926</u>		<u>793,975</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 19 to 32 form part of these financial statements.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Statement of cash flows

Year ended 31 March 2023

	2023	2022
	£	£
Cash flows from operating activities		
Net income	86,951	98,077
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	14,536	14,536
Other interest receivable and similar income	(2,585)	(857)
<i>Changes in:</i>		
Trade and other debtors	11,043	(113,929)
Trade and other creditors	205,277	2,929
Cash generated from operations	315,222	756
Interest received	2,585	857
Net cash from operating activities	<u>317,807</u>	<u>1,613</u>
Net increase in cash and cash equivalents	317,807	1,613
Cash and cash equivalents at beginning of year	<u>716,050</u>	<u>714,437</u>
Cash and cash equivalents at end of year	<u><u>1,033,857</u></u>	<u><u>716,050</u></u>

The notes on pages 19 to 32 form part of these financial statements.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Notes to the financial statements

Year ended 31 March 2023

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.

(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

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

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. The capitalisation policy is to capitalise items over £1,000.

(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

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

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 charity 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

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Donations			
Donations and gifts	28,637	14,907	43,544
Legacies			
Legacies	100	—	100
	<u>28,737</u>	<u>14,907</u>	<u>43,644</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Donations			
Donations and gifts	32,682	4,000	36,682
Legacies			
Legacies	17,319	—	17,319
	<u>50,001</u>	<u>4,000</u>	<u>54,001</u>

6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Grants - Local Authorities	444,842	122,490	567,332
Special contributions	66,057	1,447,315	1,513,372
	<u>510,899</u>	<u>1,569,805</u>	<u>2,080,704</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Grants - Local Authorities	431,159	181,760	612,919
Special contributions	124,293	1,330,576	1,454,869
	<u>555,452</u>	<u>1,512,336</u>	<u>2,067,788</u>

Government funding received during the year totalled £567,332 (2022: £612,919).

7. Investment income

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Bank interest receivable	<u>2,585</u>	<u>2,585</u>	<u>857</u>	<u>857</u>

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

8. Other income

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Other income	865	865	—	—
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

9. Expenditure on charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Salaries	305,890	841,755	1,147,645
Course fees and training	2,769	635	3,404
Recruitment	3,206	6,758	9,964
Telephone	9,478	9,208	18,686
Publicity and information	5,006	5,835	10,841
Property costs	87,014	38,702	125,716
Travelling, volunteer expenses and disbursements	13,514	15,722	29,236
Repairs	33,621	2,836	36,457
Professional fees	16,042	3,997	20,039
Bank charges	2,055	—	2,055
Postage, printing and stationery	6,949	9,425	16,374
Other costs	11,438	15,124	26,562
Computer consumables	29,199	24,642	53,841
Partner payments	—	502,485	502,485
Bad debt	8,579	2,711	11,290
Depreciation	14,536	—	14,536
Governance	11,716	—	11,716
	<u>561,012</u>	<u>1,479,835</u>	<u>2,040,847</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Salaries	278,270	936,728	1,214,998
Course fees and training	903	796	1,699
Recruitment	5,843	4,578	10,421
Telephone	18,247	11,867	30,114
Publicity and information	—	30,470	30,470
Property costs	83,479	50,001	133,480
Travelling, volunteer expenses and disbursements	21,518	17,237	38,755
Repairs	36,227	149	36,376
Professional fees	10,866	3,619	14,485
Bank charges	532	—	532
Postage, printing and stationery	10,381	6,917	17,298
Other costs	—	19,655	19,655
Computer consumables	45,697	22,221	67,918
Partner payments	1,040	385,983	387,023
Bad debt	—	—	—
Depreciation	14,536	—	14,536
Governance	6,735	74	6,809
	<u>534,274</u>	<u>1,490,295</u>	<u>2,024,569</u>

Analysis of Governance costs

	2023 £	2022 £
Audit and accountancy fees	11,083	6,494
Trustee expenses	242	134
Other	391	181
Total	<u>11,716</u>	<u>6,809</u>

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

10. Net income

Net income is stated after charging/(crediting):

	2023	2022
	£	£
Depreciation of tangible fixed assets	14,536	14,536
Operating lease rentals	<u>117,519</u>	<u>149,068</u>

11. Auditors remuneration

	2023	2022
	£	£
Fees payable for the audit of the financial statements	<u>10,056</u>	<u>5,000</u>
Fees payable to the charity's auditor and its associates for other services: Other non-audit services	<u>1,027</u>	<u>1,494</u>

12. Staff costs

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

	2023	2022
	£	£
Wages and salaries	1,021,632	1,087,611
Social security costs	84,066	82,307
Employer contributions to pension plans	<u>41,947</u>	<u>45,080</u>
	<u>1,147,645</u>	<u>1,214,998</u>

Key management personnel amounted to £168,064 in respect of three employees (2022 - £132,080 for four employees).

Wages and salaries for 2023 include £9,711 (2022 - £8,637) of redundancy 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 46 (2022: 52). The average number of full-time equivalent employees during the year is analysed as follows:

	2023	2022
	No.	No.
Administration and support	8	7
Direct charitable	<u>31</u>	<u>38</u>
	<u>39</u>	<u>45</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2023	2022
	No.	No.
£60,000 to £69,999	<u>1</u>	<u>—</u>

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

13. Trustee remuneration and expenses

The trustees did not receive any remuneration in the year.

The total reimbursed for expenses during the year was £319 to three trustees in relation to travel expenses to committee meetings (2022: £984 to two trustees in relation to travel expenses to committee meetings and for an excess for insurance in relation to a van used for transporting furniture between the charity's offices). No balance was outstanding at the year end.

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 2022 and 31 March 2023	58,143	58,143
Depreciation		
At 1 April 2022	38,762	38,762
Charge for the year	14,536	14,536
At 31 March 2023	53,298	53,298
Carrying amount		
At 31 March 2023	4,845	4,845
At 31 March 2022	19,381	19,381

16. Debtors

	2023 £	2022 £
Trade debtors	175,441	159,298
Prepayments and accrued income	46,285	73,471
Other debtors	163	163
	221,889	232,932

17. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	91,425	33,288
Social security and other taxes	23,956	22,597
Accruals and deferred income	248,684	107,980
Other creditors	15,600	10,523
	379,665	174,388

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

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

	2023	2022
	£	£
Deferred income brought forward	61,786	23,034
Released during the year	(61,786)	(23,034)
Deferred during the year	201,546	61,786
Deferred income carried forward	<u>201,546</u>	<u>61,786</u>

Deferred income relates to funding received for future periods.

18. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £41,947 (2022: £45,080).

The amount outstanding as at 31 March 2023 was £6,534 (2022: £7,759).

19. Analysis of charitable funds

Unrestricted funds

Year ended 31 March 2023

	At 1 April 2022	Income	Expenditure	Transfers	At 31 March 2023
	£	£	£	£	£
General funds	762,244	543,086	(561,012)	50,756	795,074
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

Year ended 31 March 2022

	At 1 April 2021	Income	Expenditure	Transfers	At 31 March 2022
	£	£	£	£	£
General funds	534,621	606,310	(534,274)	155,587	762,244
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

Restricted funds

Year ended 31 March 2023

	At 1 April 2022	Income	Expenditure	Transfers	At 31 March 2023
	£	£	£	£	£
MaPS	–	264,904	(264,904)	–	–
Help to Claim	–	(1,321)	(10)	1,331	–
Help Through Crisis	–	135,520	(135,414)	–	106
Civic	7,706	–	–	(7,706)	–
OneNorwich	18,995	527,999	(528,483)	–	18,511
Foodbank	–	50,863	(55,550)	4,687	–
NCC Chances	5,030	122,490	(122,490)	–	5,030
EAP, BESN and CMAP	–	48,803	(48,803)	–	–
CADAT Energy Redress	–	48,305	(49,743)	1,438	–
NCAN NCC Hardship Fund	–	50,714	(50,403)	–	311
AGE UK Norfolk IAA	–	21,865	(184)	(21,681)	–
Voluntary Norfolk Carer's					
Matter Norfolk	–	26,500	–	(26,500)	–
Covid recovery Fund	–	60,713	(40,601)	–	20,112
OneNorwich Practises Interact	–	78,000	(78,000)	–	–
OneNorwich Practises PCCO	–	37,575	(40,250)	2,675	–
Cadent	–	3,542	–	–	3,542
Big Lottery Digital	–	40,000	(40,000)	–	–
Norfolk Community Foundation					
Family Flux	–	5,000	–	(5,000)	–
The Headley Trust	–	15,000	(15,000)	–	–
Norfolk Community Foundation					
Empowering Community					
Funds	–	8,333	–	–	8,333
Norfolk Community Foundation					
Advice hub	–	10,000	(10,000)	–	–
Aviva	–	14,907	–	–	14,907
Norfolk Community Foundation					
Equinor	–	15,000	–	–	15,000
	<u>31,731</u>	<u>1,584,712</u>	<u>(1,479,835)</u>	<u>(50,756)</u>	<u>85,852</u>

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

Year ended 31 March 2022	At 1 April 2021 £	Income £	Expenditure £	Transfers £	At 31 March 2022 £
NCC Social Prescribing	14,935	13,637	–	(28,572)	–
MaPS	–	266,251	(265,811)	(440)	–
MaPS Increasing Capacity	–	23,514	(23,514)	–	–
Help to Claim	51,072	377,646	(377,017)	(51,701)	–
Help Through Crisis	44,935	29,767	(32,788)	(41,914)	–
Civic	7,706	–	–	–	7,706
OneNorwich	38,027	499,463	(499,228)	(19,267)	18,995
NNPCT	4,602	45,241	(45,240)	(4,603)	–
Foodbank	–	42,108	(41,619)	(489)	–
EAP and BESN	–	11,350	(8,513)	(2,837)	–
NCC Chances	–	115,115	(110,085)	–	5,030
CADAT Energy Redress	–	35,236	(30,004)	(5,232)	–
GYBC Community Champions	–	40,329	(39,797)	(532)	–
NCAN NCC Hardship Fund	–	12,679	(12,679)	–	–
Geoffrey Watling Digital Volunteers	–	4,000	(4,000)	–	–
	<u>161,277</u>	<u>1,516,336</u>	<u>(1,490,295)</u>	<u>(155,587)</u>	<u>31,731</u>

MaPS Funding for the provision of debt advice.

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.

Civic Fundraiser income as a result of our being involved in the Norwich Civic Charity which was then shared equally between all partner charities.

OneNorwich / Social prescribing Funding for our Social Prescribing project in Norwich and Broadband.

Foodbank - Dedicated Foodbank Project in Attleborough, Watton, King's Lynn, North Norfolk and Norwich through service level agreements. The Foodbank in 2022 related to a dedicated Foodbank Project in Norwich, Kings Lynn and Hunstanton through a grant received from ASDA.

Norfolk County Council Chances A locally integrated health and employment service to deliver personalised support to unemployed and inactive people with deep-seated barriers to work, including long term health conditions and a lack of employability skills, across Norfolk.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

Citizens Advice National Energy Advice Programme, Big Energy Saving Network and Carbon Monoxide Advice Project- To provide one to one energy advice appointments to fuel poor and vulnerable consumers who are struggling to pay their bills. and provide carbon monoxide awareness discussions to their clients.

CADAT Energy Redress Norfolk Warm & Wise Partnership project funding to support energy customers in vulnerable situations.

NCAN NCC Hardship Fund - Delivery of hardship information, advice and support with an overall objective to reduce hardship for Norfolk residents, which should include accredited help to reduce debt such as Debt Relief Orders. AGE UK Norfolk IAA funding to provide information, advice and advocacy services.

Voluntary Norfolk Carer's Matter Norfolk funding to provide bespoke triage and advice to carers identified in Voluntary Norfolk projects

Covid recovery fund relates to funding from in Great Yarmouth, Norwich, South Norfolk, West Norfolk and Broadland District to tackle the health and wellbeing impacts of Covid-19 and to focus efforts on recovery.

OneNorwich Practises Interact - provide the management and employment of Social Prescribers funded by the community transformation fund, administered by ONP. This will enable the delivery of locally focused social prescribing activities in the Primary Care Network.

OneNorwich PCCO funding for a Primary Care Community Officer whom will enable Primary healthcare provision in Norwich to work collaboratively and in partnership with the local voluntary, community and social enterprise (VCSE) sector in order to deliver better health outcomes for the local population.

Cadent funding is to help households in their region improve their financial wellbeing and become more energy efficient

Big lottery Digital Norfolk relates to funding from the Community Fund for digital inclusion.

Norfolk Community Foundation Family Flux funding to support vulnerable people in the community.

The Headley Trust is funding for the provision of financial advice, benefit checking and income maximisation, and referral to domestic heating and home insulation schemes, food banks and food, clothing and household goods distribution services to those families and individuals most in need because of the rapid increase in the cost of living, particularly in energy and food prices

Norfolk Community Foundation Empowering Community funding for a new part-time staff role to help people access vital benefits. Norfolk Community Foundation Advice Hub was funding for the provision of an advice hub.

Aviva Crowdfunding - Help Through Crisis funding to provide in-depth, expert advice and support to local people facing crisis in Kings Lynn, Great Yarmouth and Norwich.

Norfolk Community Foundation Equinor - to establish a pilot project in Great Yarmouth which seeks to support young people with sustainable employment outcomes.

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. MAPS Funding to provide debt advice sessions.

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

MaPS Increasing Capacity Funding to provide debt advice sessions.

NNPCT Funding for our Social Prescribing project in North Norfolk.

Great Yarmouth Borough Council - Community Champions Outreach services programme.

Geoffrey Watling - digital volunteers - Funding towards new digital volunteers to extend support to vulnerable people.

20. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Tangible fixed assets	4,845	–	4,845
Current assets	790,229	85,852	876,081
Net assets	795,074	85,852	880,926

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Tangible fixed assets	19,381	–	19,381
Current assets	742,863	31,731	774,594
Net assets	762,244	31,731	793,975

21. Analysis of changes in net debt

	At 1 Apr 2022 £	Cash flows £	At 31 Mar 2023 £
Cash at bank and in hand	716,050	317,807	1,033,857

22. Operating lease commitments

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

	2023 £	2022 £
Not later than 1 year	47,778	57,633
Later than 1 year and not later than 5 years	25,934	47,328
	73,712	104,961

Norfolk Citizens Advice Bureau

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 March 2023

23. Related parties

There were no related party transactions during the year ended 31 March 2023.

During the year ended 31 March 2022 the following related party transactions took place:

£23 - Spire Solicitors for disbursements for Companies House searches and filing fees, R Marland is a director. No amounts were outstanding at 31 March 2022.

£300 - Freebridge Community Housing for the Household Support Fund, S Smith is Vice Chair. No amounts were outstanding at 31 March 2022.