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REGISTERED CHARITY NUMBER: 1074947

REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021
FOR
CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

Staffords
Chartered Accountants
Unit 1, Cambridge House
Camboro Business Park
Oakington Road, Girton
CAMBRIDGE
Cambridgeshire
CB3 0QH

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

	Page
Report of the Trustees	1 to 13
Independent Examiner's Report	14
Statement of Financial Activities	15
Balance Sheet	16 to 17
Notes to the Financial Statements	18 to 26
Detailed Statement of Financial Activities	27

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

REPORT OF THE TRUSTEES **FOR THE YEAR ENDED 31 MARCH 2021**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Covid-19 Statement

2020-2021 has been defined by the Covid 19 pandemic and this report is being written when national restrictions are still in place. The pandemic threw everyone's plans into disarray and CCVS was no exception. Despite this staff and trustees reacted quickly to ensure that staff were able to work safely, and that services were adapted to meet the different needs of groups and the necessary changes to delivery. All staff moved to working from home and we re-purposed our training and support offer to be delivered by video rather than face to face. The time we spent developing our digital delivery capability prior to the pandemic stood us in good stead as staff had received some training and we had processes and technology in place. We were able to apply for grant funding to cover additional technology costs including mobile phones and software.

The pandemic had significant impact on the Voluntary and Community sector. We were able to reorganise our website to bring specific Covid 19 advice and updates to groups. We also worked closely with groups to help them develop their offer, and to advise staff and trustees on the options that were open to them and the opportunities they had.

Trustees agreed a reviewed risk strategy and agreed a temporary working from home policy that included a tax-free weekly payment to staff in line with the government guidelines. We were successful in obtaining an emergency Covid grant that enabled us to offer all tenants a rent-free quarter and will enable us to improve the office space once we return to work.

All meetings moved online with the board meeting via Zoom and staff getting together to share the work they were engaged with and to maintain a strong team bond. We also introduced other measures to facilitate team connections including a WhatsApp group and a Slack conversation space. Representation meetings moved online and increased in frequency as we took on a role at district, county, and national level.

Our communications plans have been rewritten to enable us to keep groups informed with the rapid changes in guidance, good practice and funding. Our newsletter moved to a weekly update in the early part of the pandemic and has now settled as a bi-weekly publication. We will continue to review our communications plan to ensure that it is fit for purpose and providing what local charities, community groups and other stakeholders require.

We have used the retirement of one of the development team to review our staff structure and have been able to employ new development workers as well as a Communications and Engagement Worker. These posts will all start in early 2021-22. This along with a successful bid to support the Cambridgeshire Digital Partnership and a successful joint bid to the Lloyds foundation will give us a flexible and stronger staff team moving forward.

The pandemic has been a difficult and traumatic time for many individuals and for communities, but the reaction of existing and new groups who have delivered services and found ways to improve lives and support people has been exceptional. Nationally and locally the role of community groups and small charities, and of volunteers, has been thrown into the spotlight. We have adapted to support this surge in activity and continue to work to capitalise on it and to ensure it is supported and celebrated.

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

REPORT OF THE TRUSTEES **FOR THE YEAR ENDED 31 MARCH 2021**

OBJECTIVES AND ACTIVITIES

Purposes and Aims

The objects of Cambridge Council for Voluntary Service (CCVS) are set out in the Memorandum of Association and are to:

- (1) To promote any charitable purposes for the benefit of the community in Cambridge and the surrounding area (hereinafter called "the area of benefit") and in particular the advancement of education, protection of the environment, the protection of health and the relief of poverty, distress and sickness;
- (2) To promote and organise co-operation in the achievement of the above purposes and to that end to bring together representatives of the statutory authorities and voluntary organisation engaged in the furtherance of the above purposes within the area of benefit.

Aims

Our aims remain the same and our strategy is undergoing a constant review in light of changes to the environment we work in, especially the changes brought on by the Coronavirus pandemic.

Our strategic aims are:

- * Making communities stronger by supporting the development of relevant and self-reliant voluntary community groups.
- * Representing and championing the voluntary community sector.
- * Connecting and communicating with the sector.
- * Making CCVS sustainable.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

OBJECTIVES AND ACTIVITIES

Strategies for achieving objectives

CCVS provides services under three broad headings. These services are offered to charities, community groups and other non-profit organisations across Cambridge, South Cambridgeshire and Fenland, and across the rest of Cambridgeshire under the Support Cambridgeshire partnership. The Covid 19 pandemic saw all these services moved to an online offer. Initial support is offered to all groups free of charge and if they need ongoing help or services then groups are asked to become members of CCVS for which there is an annual charge. The headings under which we provide services include:

*** Organisational development and support**

CCVS offers advice and support to voluntary and community organisations. Groups can access this by email, phone or through one-to-one sessions by video. We are able to provide information on all aspects of running a voluntary organisation including setting up, governance, funding and financial management.

We offer essential training courses to members and to non-members, this was all offered free during the year due to the Covid 19 pandemic. Bespoke training and development support to organisations is also available for a small fee. We also work with national organisations and trainers to deliver their training in the county, to enable groups to access this locally (there is often a charge for this levied by the training provider). Online training meant we have used trainers from across the country (and wider) to deliver training and that we have not done any district events, but we have offered different types of training to suit different audiences.

*** Networking**

We provide opportunities for groups to learn from one another. This includes networking events but also involves putting organisations in contact with others who may be able to offer assistance or work in partnership with each other.

We also attend, support and publicise networking events that are run by other organisations across the county. The Covid 19 pandemic has seen an increase in the numbers of networking opportunities as they moved online, and as demand grew. Delivering online has allowed us to develop different opportunities to better suit groups.

*** Representation**

As an infrastructure organisation, CCVS is asked to sit on a number of forums and panels to represent the diverse views of the sector. We act as a conduit between the sector and statutory services and encourage two-way communication and dialogue. The Covid 19 pandemic has seen the number of forums grow dramatically and the frequency of meetings increase. We have worked with partners from local and national levels to ensure that the sector is supported and resourced and that the work that is being delivered is factored into plans and decisions.

Communications

Communications have become an increasingly important aspect of our work, we use our communication channels to inform, support, promote and celebrate the work, and the impact, of local charities and community groups.

The pandemic has seen us make significant changes to the communications we provide and to the frequency of newsletters, we have also worked to promote the sector with local and national media and to ensure requests for help and offers of support are shared as widely as possible.

Project work

CCVS carries out project work that is compatible with our mission. In 2020-21, this included:

- * Winter support grant delivery for both Cambridge City and South Cambs district councils.**
- * City Council sponsored research into the impact of Covid 19 on local groups.**
- * County research with Support Cambridgeshire on the impact of Covid 19 on the voluntary sector across the county.**
- * Joint work with the Voluntary and Community Sector Emergencies Partnership (VCSEP) to engage with national work between government and the sector around emergency support.**

The detail of the work we have done and the difference it makes is set out in the Achievements and Performance section of the report.

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

REPORT OF THE TRUSTEES **FOR THE YEAR ENDED 31 MARCH 2021**

OBJECTIVES AND ACTIVITIES

Public benefit

The trustees have complied with their duty in the 2011 Charities Act to have due regard to guidance published by the Charity Commission, including public benefit guidance. CCVS provides services to the general public of Cambridge City and surrounding areas by supporting and promoting charitable and community groups.

Volunteers

CCVS has not made use of any volunteers in this financial year to deliver its core services.

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

REPORT OF THE TRUSTEES **FOR THE YEAR ENDED 31 MARCH 2021**

ACHIEVEMENT AND PERFORMANCE

Charitable activities

Both locally and nationally, CCVS continues to be an advocate for small charities and community groups, we highlight the positive impact these organisations have on local people and communities. The Covid 19 pandemic has altered this and highlighted groups work but CCVS continues to aim to provide 'business skills for small charities and community groups', which means we enable, inform, build confidence, and increase knowledge. CCVS is a value-led organisation guided by the following values:

- * **Cooperation** - promoting partnership working within the voluntary sector
- * **Openness** - proactively seeking and sharing views and information
- * **Quality** - delivering and supporting high quality voluntary sector services
- * **Equality** - valuing diversity and each person's different skills and contributions
- * **Sustainability** - encouraging care for the environment and careful use of resources
- * **Innovation** - exploring and promoting new ways of delivering services

The Covid 19 pandemic has highlighted the importance of a knowledgeable, committed and flexible team of staff. This has been a particularly difficult year and the team have been able to adapt and deliver a service that has helped local organisations to navigate the complexity of delivering under difficult circumstances. The retirement of Alan Turner one of the longest serving members of the development team was a loss to the organisation, but it has allowed us to take advantage of opportunities and reorganise the team that will see additional development workers put into place and a new communications and engagement worker being appointed. Without the dedication and hard work of all the team the work we do would not be possible.

The annual survey was underway as the Covid 19 pandemic took hold. It was felt that it was not a good idea to continue with this, and it was terminated early. With only 1/6 of the normal returns it was decided that we would not report on this. We undertook a survey in April 2020 about how organisations were managing during the early days of lockdown. This helped us tailor our services to groups and raised awareness of the issues facing the sector. Results can be found on our website, with an opinion piece on the blog.

We carried out a second piece of research looking at how groups had been fairing in September 2020. This was reported on this Sway page <https://sway.office.com/ECiFC77bHe4k9HDI> and in this blog <https://ccvsblog.wordpress.com/2020/11/18/lessons-from-the-pandemic/>

The following sections detail CCVS's work over the past year:

Organisational development

CCVS staff have spent a great deal of time analysing and sharing information to help groups stay on top of the changes to rules, and to help them adapt to new ways of working that have arisen from the Covid 19 pandemic.

We updated our website and created a dedicated Covid 19 section and ensured that groups had links to the important national sites and that they were following the best advice and not having to vet information.

CCVS staff undertook a ring round of smaller groups at the start of the first lockdown to ensure that they were up to date and to offer them any advice they might need.

We continued to offer support and in this period we recorded a total of 749 queries of which 349 (47%) were 1-2-1 either by video or phone or extended email.

"Just had to let you know we got it !!!! the full £50,624 !!! ABSOLUTELY THRILLED !! keeps us going for another 6 months and we shall hopefully apply for 3 year funding in February 2021. THANK YOU SO VERY MUCH for your help as ever but particularly in these uncertain times, it really is such a huge boost to my confidence to have your back up and thoughts"

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

REPORT OF THE TRUSTEES **FOR THE YEAR ENDED 31 MARCH 2021**

"Thank you for taking the time to call me back, confer with your colleagues and for waiving the fee of our membership while we decide which is the best way forward. I really appreciated the conversation we had and the information you gave me has given me some guidance and strength on how to proceed, also your continued offer of support is a great kindness."

"First I want to you to know that ... has been a huge help to me. I was feeling pretty overwhelmed, working on my own with a seemingly insurmountable amount of things to do. [They] spent time with me on Zoom and made lots of suggestions how I could manage. Since then I have a list app on my phone and have delegated a huge piece of work which was overwhelming me. I also attended [their] COVID risk and recovery training and have completed my risk assessment and recovery plan. I hosted a Zoom board meeting on Saturday and they were very impressed."

"We got a discretionary grant!! BIG thank you for making me apply. :)"

"I just wanted to write and offer huge thanks for all the support you have given me - and us - over the years. I still remember the day when I walked into your office with what I felt was a crazy idea which I had literally no knowledge at all to get off the ground and, thanks to your help and support, we somehow got here - it will be 8 years ago next year we first met I think. I really cannot thank you enough - you gave me the belief that my vague dreams were actually possible and so it has proven."

"Just wanted to reiterate what I said on the end of the call just now. Thanks so much for all your help and support over the past 2 and a half years. You guys have been such a fantastic resource for me to call upon since I started. A calm and steady guiding force :)"

Training

The way training is booked and recorded changed over the Covid period as we moved online. We are reporting on bookings and not attendees, but we are looking at an average attendance of 80%-90% for smaller events 65%-75% for larger events. We also saw different levels of take up at the start of the pandemic.

This year we have run 42 training sessions which 772 people have booked a place. Of those who returned feedback we received an average score of 4.45 out of 5 for the overall quality of the course.

As well as adapting our existing courses to run online we have developed new courses in response to the Covid 19 pandemic. We were also able to jointly run two conferences, one with Support Cambridgeshire around volunteering and one with the Cambridgeshire Digital Partnership around digital inequality.

"Thank you for being there and still offering brill support throughout this time of great upheaval!"

"CCVS have been amazing over the past few months, it's been such a difficult time having the opportunity to talk to others in the sector has really helped me move things forward with my volunteers and feel confident that I'm doing what I can to keep them engaged and safe."

"The content was really valuable and it made me think about delivery and how I can go about ensuring that volunteers are retained."

"I learnt how to set up a crowdfunding campaign that will deliver good results. I hadn't previously considered the amount of planning or work involved, and would have jumped in unprepared."

"It was such a valuable and relevant course, and one that we can utilise straight away as well as in the future."

"I just wanted to say what an excellent week it has been. I really like the format - one or two sessions a day meant that
a. I didn't get too bored or "zoomed out"
b. I could assimilate stuff each day -I had more head space to do that
c. I could fit it in around work easily

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

REPORT OF THE TRUSTEES **FOR THE YEAR ENDED 31 MARCH 2021**

The sessions were very, very interesting - pertinent and engaging - you got great speakers -I learnt so much from them. None of it was boring or not useful.

I have come away thinking how well it was organised and planned it was and what great choices of workshops and speakers there were. Thank you !"

Networking

At the start of the pandemic we quickly set up a series of networking events to allow groups to come together, ask questions and share solutions. These were key to helping those working and volunteering in the sector to get the information and make the connections that they needed to quickly.

Over the year we ran 30 networking events that engaged with 299 people. These have evolved so that we have short coffee morning sessions, hot topic sessions for trustees, longer general networking sessions and sessions for those managing volunteers. We have also run a number of hybrid training/networking events. On top of this we have continued to attend other networking events and worked in close partnership with other members of Support Cambridgeshire.

"Every time I meet up with other charities, it helps me learn more. Not only about how to do things, but what other support is available for our families in Cambridgeshire."

"I think at the moment meetings of this kind are particularly important to stay in touch"

"I have completed the survey but wanted to add my thanks to you for facilitating the meeting. I found it very interesting and helpful both with ideas but to also realise what we are already doing. It's always good to share knowledge and experience."

"I am enjoying being able to attend the meetings. It is very early days for me, so much to learn, and I don't think I have the same 'authority' or level of responsibility as some of the other network people, but there is loads I can learn from them, and from yourself, so I am grateful to you for setting it up and running it. Thank you!"

Representation

As the Covid 19 pandemic took hold representation moved online but the number of meetings attended increased significantly as we took on a role at district, county and national level. The role of charities and community groups grew as the lockdown came into place and it was important that we were able to represent the sector at emergency planning meetings.

We joined the main Covid Response meetings at both district and county level that initially met weekly, and we worked with partners at a national level through the VCSEP.

CCVS continued to work with Support Cambridgeshire partners to ensure that there is less duplication of attendance at meetings and that groups are given the skills and support to represent the sector at specialist meetings in areas they work.

Communications

Communications has proved to be a key area of change for us over the past year both due to the Covid 19 pandemic and to a recognition of the importance it plays across all of our work. We have revised the way we contact people and have recognised that communications will play a bigger role for CCVS and the wider sector as we move forward. To this end we have employed a Communications and Engagement worker who will start in April 2021.

Over the year we have delivered

- * 42 e-bulletins
- * 10 funding alerts
- * 3 councillor emails
- * 3 parish clerk emails

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

REPORT OF THE TRUSTEES **FOR THE YEAR ENDED 31 MARCH 2021**

"I have to say that CCVS have totally nailed supporting all of us during Covid. The newsletters and the opportunities to train and share experiences have been fantastic. Thanks again"

"We have just appointed a Finance Officer who saw our ad in the CCVS newsletter - so thank you for that!"

"Monthly update of new grants is most useful. Very much helps to keep up to date with new funds."

"I think it was this email alert which made me aware of the opportunity which we successfully applied for [£37,910]"

The CCVS website was updated with the information about Covid 19 that groups needed, this included information on legislation, good practice, funding and much more. It linked to reputable and trusted sources of information so that groups could be sure they were getting correct and timely information.

The website has received 570,323 hits from 40,873 unique visitors over the last year and the Covid 19 pages were some of the most popular at the beginning of the crisis, but this has reduced over time. We maintain some covid information that is reviewed as needed.

We have used the blog to share information and advice from other organisations as well as to provide additional articles from CCVS staff. We have posted 34 articles in this period.

We continue to deliver social media mainly through Twitter and LinkedIn but also through Facebook and occasionally Instagram. The total CCVS audience for all platforms is 5,123. (This includes additional accounts). Our Twitter account has grown to 3691 followers and over the last year we have recorded 754,100 impressions that averages out to 2,072 impressions a day. Our biggest number for a single day was 8,591 impressions, and our biggest for a single post was 10,344 impressions.

Our Facebook page is less popular, but we use it most for connecting with village group pages. Our average reach for the year has been 119 per day and we had 325 followers at the end of March 21.

We continue to work with sector partners to ensure that we share information as widely as possible.

Volunteering

Volunteering continues to be integrated into the work we do advising and supporting groups. All our Supported Volunteering work was put on hold due to the Covid 19 pandemic as many of our clients were shielding and activities for those who could go out were put on hold. The pandemic did mean that many more individuals started to volunteer locally.

Of the training we have run in this period 4 of the sessions have been aimed at those managing volunteers. These have been new courses aimed to help groups engage and support volunteers throughout lockdown and beyond.

"I now have extra knowledge to review our current marketing of volunteer opportunities, and to work out what is working and what needs to change, and ideas and resources to inform any changes."

"Thank you. This was really useful and timely as there was lots going on in my head about managing volunteers vs Covid19. This session has pulled lots of ideas together and given me some concrete actions to go away, do and discuss with my colleagues. Thank you."

Of the 30 networking events we have run in this period 12 have been aimed at those managing volunteers. This group has met regularly and have agreed to have 6 weekly meetings, and that they will remain predominantly online even when face to face is possible.

"I think with things changing again it would be helpful to keep these as semi-regular meetings if possible, in part so that if someone misses one it's not too long until the next"

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

REPORT OF THE TRUSTEES **FOR THE YEAR ENDED 31 MARCH 2021**

"That is really so helpful - thank you. I am enjoying being able to attend the meetings. It is very early days for me, so much to learn, and I don't think I have the same 'authority' or level of responsibility as some of the other network people, but there is loads I can learn from them, and from yourself, so I am grateful to you for setting it up and running it. Thank you!"

The Volunteering section of the website has been updated. We have also added Covid 19 volunteering related updates to that section of the website. We have worked to promote volunteering throughout the lockdown period, and to help organisations attract and manage volunteers safely. We released some videos to promote the work of volunteers and volunteering throughout lockdown and these were featured by a number of national organisations as well as shared locally with media partners.

Digital Skills

We put the digital training on hold as it was not what organisations were looking for in the initial stages of the Covid 19 pandemic. We spent considerable time supporting organisations to move services to deliver digitally on a 1-2-1 basis.

In the second part of the year, working with Cambridge Online, we delivered the following digital training courses to support organisations:

- * Storytelling
- * Introduction to social media
- * Social Media Content Planning
- * Introduction to LinkedIn
- * Crowdfunding
- * Taking and editing pictures on a phone

We delivered a significant conference with Cambridgeshire Digital Partnership to run over Get Online Week 19-24 Oct. this attracted 292 people to sessions run over the five days. More can be seen here <https://cambridgeshiredigitalpartnership.org.uk/cambsdigiweek/>

"Really appreciate all the effort being made for Cambs Digi Week - it's a wonderful new idea and will help us all, I am sure"

"Really enjoyed the session, having people from lots of different networks was good to share experiences."

"Excellent week of webinars and presentations"

"I thought that both speakers were excellent, there was so much content and [you] did a fantastic job of hosting and juggling so many people and comments."

We managed a session at the Parish Council conference delivered by ACRE on 'Making our lives better: The future of technology in our communities'.

CCVS continue to share information on tools with members and those that ask for help both through the newsletter and social media, and in response to specific requests for advice.

16-18 Arbury Court

CCVS continued to manage the premises at Arbury Court. In 2020-21, offices were licensed to:

- * Cambridge Ethnic Community Forum (CECF)
- * Cambridge Community Arts (CCA)
- * Cambridge Foodbank for their new Fair Bite project

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

REPORT OF THE TRUSTEES **FOR THE YEAR ENDED 31 MARCH 2021**

Due to Covid 19 CCVS have not been using the office but some of the licensees have continued to use the space to provide critical services throughout the pandemic. All organisations have shared their Covid 19 risk assessments and their policies for reducing the risks of infection. Strict rules have been put in place to ensure that staff and volunteers are socially distanced and the charges for hiring the bigger meeting spaces have been waived so that these can be used for socially distanced interviews.

The office has suffered a number of significant leaks from the flat roof during the year. The City Council as landlords remain liable for this and they have worked to rectify the problem. Whilst the bulk of the repair work has been completed the CCVS office is still not usable as the source of the leak has not been determined. The fact that all staff are working from home has meant that the impact on operations has been minimal.

Support Cambridgeshire

In September 2016, a new Cambridgeshire County Council funded partnership was formed. Support Cambridgeshire is a three-year project, bringing together three partner organisations (Hunts Forum, Cambridgeshire ACRE and CCVS) to work together to support community groups and organisations across Cambridgeshire. The work falls under five workstreams.

- * Community Facilities delivered by Cambridgeshire ACRE
- * Voice and Representation delivered by Hunts Forum
- * Volunteering and Social Action delivered by Hunts Forum
- * Town and Parish Councils delivered by Cambridgeshire ACRE
- * Information and Advice delivered by CCVS

This contract has been extended to December 2021 due to the Covid 19 pandemic. This work has been retendered and CCVS and Hunts Forum have put in a bid to continue our work. We expect to hear the results by the end of August 2021.

FINANCIAL REVIEW

Results for the year

The Accounts for the year ending 31 March 2021 have been accepted by the Executive Committee and prepared and independently examined by Staffords, Chartered Accountants and Registered Auditors. Copies are available from the CCVS office and from the CCVS website.

Reserves policy

The reserves policy is reviewed annually by the trustees (last completed January 2021). The introduction states:

"The trustees are looking to build the CCVS undesignated (free) reserves to a level that allows the organisation to manage the variations of funding that are all too common in the sector. At the same time trustees keep a close eye on the money required in order to meet the obligations of the charity in the event of closure or to ensure that the property at Arbury Court is well maintained. Along with these responsibilities the trustees ensure that all restricted reserves are accounted for in accordance with good financial practice and the will of the funders."

The trustees have set a total reserve target of £91,044. This allows CCVS to meet its commitments in terms of winding up, and also allows us to work through any years that are lean in project funding so we can properly plan programmes of activity in the first six months of every year, pending the development of other income streams.

The results show current unrestricted reserves of £77,058 (2020: £44,865) and restricted reserves of £0 (2020: £0). The unrestricted reserves are below target by £13,986 and the trustees and staff are looking at how the reserves can be grown to the target.

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

REPORT OF THE TRUSTEES **FOR THE YEAR ENDED 31 MARCH 2021**

FUTURE PLANS

The pandemic has highlighted some issues for the voluntary sector that CCVS has started to address but will need to continue to work to provide solutions. These include:

- * **Digital inequality** - we will look at how we can enable the sector to meet the needs of any parts of the community who are digitally disadvantaged, and how we can ensure groups have the skills and technology they need. The pandemic has highlighted the importance of access to technology and skills as services have adapted to be delivered remotely.
- * **Volunteering** - there has been a huge surge in people volunteering in their communities. We need to look at how we build on this and enable organisations to make the most of the interest in volunteering, and how we react to the grassroots nature of this volunteering. This will include working on plans for a county volunteering site. It will also focus on how our supported volunteering project can reach a wider and more diverse audience.
- * **Support for trustees** - there has been additional stress placed on trustees to ensure they are leading their organisation through difficult times. We will look at how we can support trustees and ensure they have the skills, knowledge and confidence to make the correct decisions going forward.
- * **Funding** - The pandemic has created funding pressures for many organisations and these are likely to continue to cause shortfalls in coming years. We have to look at how we can help groups find new sources of income and maximise their old sources.

The pandemic has thrown up many challenges, but it has also highlighted the work that local charities and community groups do. We have to ensure that we help the sector keep the spotlight on the essential work it does.

We will not be going back to the office in the same way, not least because the staff team is now bigger and we do not have the desk space. We will adopt a hybrid working model with staff coming together once it is safe to do so.

To facilitate this change in working styles, and also the changing needs of our licensees we will be investing some of the Covid 19 grant on making the office space more fit for purpose, this will include putting more meeting space and creating a better office for CCVS.

The next year will see the team grow further as we start the project to formalise and grow the Cambridgeshire Digital Partnership and as we help communities recover from the pandemic. We will continue to build the team and to adapt to changes to ensure we can provide a flexible service.

A significant review of our communications will continue as we move out of the pandemic, this will include a look at our brand and the development of a new website.

Finally, the way we deliver services will be reviewed, the pandemic has bizarrely highlighted a number of positive benefits to doing things differently, we will work with members and stakeholders to ensure that we deliver in a way that combines the best of both pre pandemic and pandemic delivery methods.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

In the event of the company being wound up members are required to contribute an amount not exceeding £1.

Recruitment and appointment of new trustees

Trustees are primarily recruited from the membership. Applicants from full member organisations have to be proposed and seconded by other members and stand for election at the AGM. No more than eight trustees are elected at the AGM, who serve for a period of two years and are subject to retirement by rotation. Trustees may be co-opted up to a maximum of four or a third of the total number of trustees serving at any one time. Co-opted trustees may be from the membership or individuals with suitable skills that fill identified gaps in the current trustee board.

A qualifying third party indemnity provision is in force for the benefit of the trustees.

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

REPORT OF THE TRUSTEES **FOR THE YEAR ENDED 31 MARCH 2021**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

The company is governed by an Executive Committee or trustee board that meets at least quarterly. Observers from the District Councils are invited to attend these meetings. The Executive Committee sets and reviews the organisational strategy, direction, staffing, structure and resources. The day-to-day running of the company is carried out by employed staff, led by a Chief Executive Officer, who has delegated authority to run operations and make expenditure up to the level of £2,000. The authorisation of all expenditure requires two signatures.

The organisation employed six members of staff during the year (4.1 FTE) at the start of the period.

Cambridge Council for Voluntary Service is a member of the National Association of Voluntary and Community Action (NAVCA) and of the National Council for Voluntary Organisations (NCVO).

Induction and training of new trustees

All trustees receive an induction pack detailing their responsibilities, a Companies House "AP01" form and copy of the Memorandum and Articles. Trustees are invited into the office (when this is possible) to meet staff and to have an opportunity to understand how CCVS works and details of current plans and projects.

Trustee remuneration

All Trustees give their time voluntarily and receive no benefits from the charity. Trustees are entitled to claim legitimate out of pocket expenses accrued through their role. Any expenses reclaimed from the charity are set out in the accounts. For this period the trustees claimed back £nil (2020: £nil).

Related parties

CCVS has close relationships with Cambridge City Council and South Cambridgeshire District Council. Each of these groups provides essential core funding and are asked to nominate observers to attend trustee boards, these individuals are non-voting members and are not party to confidential discussions.

CCVS is a member of the Support Cambridgeshire partnership that deliver the county infrastructure contract. The other partners are Hunts Forum (lead partner) and Cambridgeshire ACRE.

During this year CCVS have worked more closely with Cambridgeshire County Council and received funding to support the set up of the Cambridgeshire Digital Partnership.

CCVS works in partnership with Cambridge Online to deliver a City Council funded digital skills project.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. This is done partly through the financial controls policy that is reviewed annually.

The charity also has a comprehensive risk policy and plan that includes emergency communications plans, a business continuity plan, and a detailed action plan. This document was updated at the start of the Covid 19 pandemic and reviewed at trustee meetings as a standing item. A temporary home working policy was adopted, and a home workstation risk assessment carried out by all team members. One trustee has been appointed to lead on this, for the period of this report this was K Singh.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

03731848 (England and Wales)

Registered Charity number

1074947

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021

Registered office

16-18 Arbury Court
CAMBRIDGE
Cambridgeshire
CB4 2QJ

Trustees

R D L Talbot
M Sanders
A T Cogan
F Raffai
E C Forbes
K Singh
N J Glen (appointed 16/12/2020)

Company Secretary

M R Freeman

Independent Examiner

Matthew Pettiifer FCA
Institute of Chartered Accountants in England & Wales
Staffords
Chartered Accountants
Unit 1, Cambridge House
Camboro Business Park
Oakington Road, Girton
CAMBRIDGE
Cambridgeshire
CB3 0QH

Chief Executive

M R Freeman

CHARITY NAME

The charity is also known as Cambridge CVS and CCVS.

Approved by order of the board of trustees on 27 July 2021 and signed on its behalf by:



A T Cogan - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE**

Independent examiner's report to the trustees of Cambridge Council for Voluntary Service ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2021.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Matthew Pettifer FCA
Institute of Chartered Accountants in England & Wales
Staffords
Chartered Accountants
Unit 1, Cambridge House
Camboro Business Park
Oakington Road, Girton
CAMBRIDGE
Cambridgeshire
CB3 0QH

Date: 2/8/21

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

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

		Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
	Notes				
INCOME AND ENDOWMENTS FROM					
Charitable activities	4				
CCVS		122,075	85,000	207,075	178,126
Investment income	3	-	-	-	1
Total		122,075	85,000	207,075	178,127
 EXPENDITURE ON					
Charitable activities	5				
CCVS		89,882	85,000	174,882	184,647
NET INCOME/(EXPENDITURE)		32,193	-	32,193	(6,520)
 RECONCILIATION OF FUNDS					
Total funds brought forward		44,865	-	44,865	51,385
TOTAL FUNDS CARRIED FORWARD		77,058	-	77,058	44,865

The notes form part of these financial statements

BALANCE SHEET
31 MARCH 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
FIXED ASSETS					
Tangible assets	12	3,808	-	3,808	4,998
CURRENT ASSETS					
Debtors	13	6,599	-	6,599	7,620
Cash at bank		114,702	-	114,702	46,100
		<u>121,301</u>	<u>-</u>	<u>121,301</u>	<u>53,720</u>
CREDITORS					
Amounts falling due within one year	14	(48,051)	-	(48,051)	(13,853)
NET CURRENT ASSETS		<u>73,250</u>	<u>-</u>	<u>73,250</u>	<u>39,867</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>77,058</u>	<u>-</u>	<u>77,058</u>	<u>44,865</u>
NET ASSETS		<u>77,058</u>	<u>-</u>	<u>77,058</u>	<u>44,865</u>
FUNDS	16				
Unrestricted funds				77,058	44,865
TOTAL FUNDS				<u>77,058</u>	<u>44,865</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The notes form part of these financial statements

BALANCE SHEET - continued
31 MARCH 2021

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

The financial statements were approved by the Board of Trustees and authorised for issue on 27 July 2021 and were signed on its behalf by:

A handwritten signature in black ink, appearing to read 'A T Cogan', written in a cursive style.

A T Cogan - Trustee

The notes form part of these financial statements

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

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

1. LEGAL FORM

The charity is a registered charity registered in England and Wales number 1074947 and a company limited by guarantee, having no share capital, incorporated in England and Wales number 03731848.

Its registered office and principal place of business is at 16-18 Arbury Court, Cambridge, CB4 2QJ.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Financial reporting standard 102 - reduced disclosure exemptions

The charitable company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland':

- the requirements of Section 7 Statement of Cash Flows.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Donations are recognised on receipt. Gift Aid is recognised in the same period as the donation to which it relates.

Membership income is recognised in the period to which the membership fee relates.

Grant income is recognised in full on receipt unless there are unfulfilled performance conditions that do not allow the income to be recognised. In this case the grant is accounted for as a liability until the performance conditions have been met.

Grant income is only deferred if the grant is time-related and relates partly or wholly to a post year-end time period.

The charity is not VAT registered.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs

Staff costs and overheads are allocated to projects and funds on the basis of time spent. The trustees view the main activity of the charity as that of provision of CVS services.

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

NOTES TO THE FINANCIAL STATEMENTS - continued **FOR THE YEAR ENDED 31 MARCH 2021**

2. ACCOUNTING POLICIES - continued

Tangible fixed assets

Tangible fixed assets are capitalised if the individual item cost exceeds £900. Items are depreciated over their estimated useful economic life:

Computer Equipment	25% on Cost
--------------------	-------------

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

Pension costs

The company contributes to some employee's personal pension plans on a defined contribution basis. Contributions payable to the plans are charged to the Statement of Financial Activities in the period to which they relate.

Debtors

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

Cash and bank and in hand

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

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be estimated or measured reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

3. INVESTMENT INCOME

	2021	2020
	£	£
Deposit account interest	-	1
	<u> </u>	<u> </u>

4. INCOME FROM CHARITABLE ACTIVITIES

		2021	2020
		£	£
Charges for services	CCVS	21,299	21,503
Rents received	CCVS	28,916	38,555
Grants	CCVS	156,860	118,068
		<u> </u>	<u> </u>
		207,075	178,126
		<u> </u>	<u> </u>

Grants received, included in the above, are as follows:

	2021	2020
	£	£
Cambridge City Council (Support Projects)	40,000	40,000
South Cambs District Council	14,000	10,000
Other Grants	9,682	5,000
Cambs County Council - Support Cambridge	20,678	15,508
Cambridge City Council - Volunteering	28,000	28,000
Cambridge City Council - Supported Volunteering	2,500	9,000
Cambridge City Council: Digital skills training programme	4,000	7,560
Cambridge City Council - s106 grant	-	3,000
Cambridge City Council Winter Support Grant	5,000	-
South Cambs District Council Winter Support Grant	8,000	-
Cambridge City Council COVID19 Grant	25,000	-
	<u> </u>	<u> </u>
	156,860	118,068
	<u> </u>	<u> </u>

The charity has also benefitted from charitable rate relief on its premises.

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 6)	Support costs (see note 7)	Totals
	£	£	£
CCVS	173,046	1,836	174,882
	<u> </u>	<u> </u>	<u> </u>

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

6. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2021	2020
	£	£
Staff costs	115,953	124,765
Rates and water	181	455
Insurance	1,378	1,308
Telephone	4,675	3,994
Post, printing, stationery & advertising	2,630	4,383
Other costs	161	181
Staff recruitment, travel & training	1,159	1,102
Events costs	701	1,553
Consultants & Trainers	664	1,119
IT Costs	3,667	5,275
Support for Groups	15,225	9,985
Rent	22,000	22,000
Premises Costs	2,774	4,526
Membership & subscriptions	476	301
Depreciation	1,190	1,884
Refurbishment costs	212	75
	<u>173,046</u>	<u>182,906</u>

7. SUPPORT COSTS

	Governance costs
	£
CCVS	<u>1,836</u>

Support costs, included in the above, are as follows:

	2021	2020
	CCVS	Total activities
	£	£
Accountancy and legal fees	<u>1,836</u>	<u>1,741</u>

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2021	2020
	£	£
Depreciation - owned assets	1,190	1,884
Independent Examiner's fee	<u>1,860</u>	<u>1,764</u>

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2021 nor for the year ended 31 March 2020.

10. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	103,239	111,353
Social security costs	4,808	5,394
Other pension costs	7,906	8,018
	<u>115,953</u>	<u>124,765</u>

Key Management Personnel remuneration totalled £35,353 (2019: £36,958).

The average monthly number of employees during the year was as follows:

	2021	2020
Development workers	2	2
Administrative workers	2	2
Managerial	2	2
	<u>6</u>	<u>6</u>

No employees received emoluments in excess of £60,000.

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Charitable activities			
CCVS	90,566	87,560	178,126
Investment income	<u>1</u>	<u>-</u>	<u>1</u>
Total	90,567	87,560	178,127
EXPENDITURE ON			
Charitable activities			
CCVS	100,087	84,560	184,647
NET INCOME/(EXPENDITURE)	<u>(9,520)</u>	<u>3,000</u>	<u>(6,520)</u>
Transfers between funds	3,000	(3,000)	-

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Total funds £
Net movement in funds	(6,520)	-	(6,520)

RECONCILIATION OF FUNDS

Total funds brought forward	51,385	-	51,385
TOTAL FUNDS CARRIED FORWARD	44,865	-	44,865

12. TANGIBLE FIXED ASSETS

	Short leasehold £	Computer equipment £	Totals £
COST			
At 1 April 2020 and 31 March 2021	129,440	5,797	135,237
DEPRECIATION			
At 1 April 2020	125,170	5,069	130,239
Charge for year	711	479	1,190
At 31 March 2021	125,881	5,548	131,429
NET BOOK VALUE			
At 31 March 2021	3,559	249	3,808
At 31 March 2020	4,270	728	4,998

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade debtors	4,809	5,205
Prepayments and accrued income	1,790	2,415
	6,599	7,620

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade creditors	713	521
Social security and other taxes	2,092	2,092
Other creditors	6,449	6,052
Deferred income	29,385	3,424
Accrued expenses	9,412	1,764
	<u>48,051</u>	<u>13,853</u>

Trade creditors are paid within supplier terms, typically within 30 days. Social security and other taxes are paid by the 19th of the following month. Other creditors (accruals) are payable when the invoice relating to the accrual is due.

15. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2021	2020
	£	£
Within one year	22,000	22,869
Between one and five years	88,000	7,333
In more than five years	7,333	-
	<u>117,333</u>	<u>30,202</u>

Lease payments totalling £22,869 were made in the year (2020: £23,490).

16. MOVEMENT IN FUNDS

	At 1/4/20	Net movement in funds	At 31/3/21
	£	£	£
Unrestricted funds			
General fund	44,865	32,193	77,058
	<u>44,865</u>	<u>32,193</u>	<u>77,058</u>
TOTAL FUNDS	<u>44,865</u>	<u>32,193</u>	<u>77,058</u>

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

16. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	122,075	(89,882)	32,193
Restricted funds			
Cambridge City Council Community Development	40,000	(40,000)	-
Cambridge City Council - Supported Volunteers	28,000	(28,000)	-
Cambridge City Council - Digital Access	4,000	(4,000)	-
Winter Support	13,000	(13,000)	-
	<u>85,000</u>	<u>(85,000)</u>	<u>-</u>
TOTAL FUNDS	<u>207,075</u>	<u>(174,882)</u>	<u>32,193</u>

Comparatives for movement in funds

	At 1/4/19 £	Net movement in funds £	Transfers between funds £	At 31/3/20 £
Unrestricted funds				
General fund	51,385	(9,520)	3,000	44,865
Restricted funds				
CCC - s106 fund	-	3,000	(3,000)	-
TOTAL FUNDS	<u>51,385</u>	<u>(6,520)</u>	<u>-</u>	<u>44,865</u>

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

NOTES TO THE FINANCIAL STATEMENTS - continued **FOR THE YEAR ENDED 31 MARCH 2021**

16. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	90,567	(100,087)	(9,520)
Restricted funds			
Cambridge City Council Community Development	40,000	(40,000)	-
Cambridge City Council - Supported Volunteers	37,000	(37,000)	-
Cambridge City Council - Digital Access	7,560	(7,560)	-
CCC - s106 fund	3,000	-	3,000
	<u>87,560</u>	<u>(84,560)</u>	<u>3,000</u>
TOTAL FUNDS	<u>178,127</u>	<u>(184,647)</u>	<u>(6,520)</u>

Restricted Fund information

Cambridge City Council Community Development Fund is funds restricted for the organisational development and support for Cambridge city voluntary and community groups.

Cambridge City Council Supported Volunteers Fund is funds restricted for developing skills and providing equipment to enable Cambridge city voluntary organisations to reach more beneficiaries.

Cambridge City Council Digit Access Fund is funds restricted for a digital skills training programme to Cambridge city voluntary and community groups.

Cambridge City Council s106 Community Facilities Fund is funds restricted to cover the costs of transforming a store room into additional meeting space at the leased premises.

Winter Support Fund is funds awarded for distribution to small community projects which need additional support over the winter.

17. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2021.

CAMBRIDGE COUNCIL FOR VOLUNTARY SERVICE

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
INCOME AND ENDOWMENTS		
Investment income		
Deposit account interest	-	1
Charitable activities		
Charges for services	21,299	21,503
Rents received	28,916	38,555
Grants	156,860	118,068
	<hr/>	<hr/>
	207,075	178,126
Total incoming resources	<hr/>	<hr/>
	207,075	178,127
EXPENDITURE		
Charitable activities		
Wages	103,239	111,353
Social security	4,808	5,394
Pensions	7,906	8,018
Rates and water	181	455
Insurance	1,378	1,308
Telephone	4,675	3,994
Post, printing, stationery & advertising	2,630	4,383
Other costs	161	181
Staff recruitment, travel & training	1,159	1,102
Events costs	701	1,553
Consultants & Trainers	664	1,119
IT Costs	3,667	5,275
Support for Groups	15,225	9,985
Rent	22,000	22,000
Premises Costs	2,774	4,526
Membership & subscriptions	476	301
Depreciation of tangible fixed assets	1,190	1,884
Refurbishment costs	212	75
	<hr/>	<hr/>
	173,046	182,906
Support costs		
Governance costs		
Accountancy and legal fees	1,836	1,741
	<hr/>	<hr/>
Total resources expended	174,882	184,647
	<hr/>	<hr/>
Net income/(expenditure)	32,193	(6,520)
	<hr/>	<hr/>

This page does not form part of the statutory financial statements

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