Registered number: 04212031
Charity number: 1089052

DISS, THETFORD AND DISTRICT CITIZENS ADVICE BUREAU

(A company limited by guarantee)

UNAUDITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

DISS, THETFORD AND DISTRICT CITIZENS ADVICE BUREAU
(A company limited by guarantee)

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DISS, THETFORD AND DISTRICT CITIZENS ADVICE BUREAU
(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2025

Trustees

J Wade, Chair
D Gaze
S Beevor (resigned 2 June 2025)
P Norman, Treasurer
C Sargisson
S May (resigned 28 February 2025)
C Ellis (appointed 25 June 2024)
M Anastasiades (appointed 2 June 2025)
M Denny (appointed 2 June 2025)

Company registered number	04212031
Charity registered number	1089052
Registered office	Diss Thetford and District Citizens Advice Bureau Shelfanger Road Diss Norfolk IP22 4EH
Company secretary	K Joyce
CEO	A Griffiths
Accountants	Larking Gowen LLP Chartered Accountants Faiers House Gilray Road Diss IP22 4WR

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Bankers

Barclays Bank plc
14 Market Hill
Diss
Norfolk
IP22 4EH

Shawbrook Bank
Lutea House, Warley Hill Business Park
The Drive
Great Warley
Brentwood
Essex
CM13 3BE

Redwood Bank
Suite 101, The Nexus Building
Broadway
Letchworth Garden City
Hertfordshire
SG6 3TA

Nationwide Building Society
Nationwide House
Pipers Way
Swindon
SN38 1NW

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their annual report together with the financial statements of the company for the 1 April 2024 to 31 March 2025. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

The company is commonly known as Citizens Advice, Diss Thetford and District, or CADAT.

We are pleased to present our accounts narrative, which summarises our 2024-25 performance and use of last year's transformative legacy to expand our impact and deepen our commitment to the community.

Our strategy is focused on six key pillars of support and delivery to our communities across Accredited Advice, Employment, Energy, Money Guidance, Welfare and Benefits and Health & Wellbeing. This has renewed existing partnership as well attracted new partners and opportunities. Our approach builds on our expertise to achieve transformative change and support for our communities in to 2026 and beyond.

Through careful resource management, and continued investment in our people, we have delivered significant value and impact for our local communities. This has been achieved against a continued backdrop of a challenging economic climate and a tumultuous political landscape both locally and globally. The substantial legacy received at the beginning of the year provided us with the opportunity to build on our expertise and achieve transformative change and support for our communities continuing into 2025 and beyond.

Strategic Allocation of Legacy Funds: Six Pillars of Focus

We are drawing down the legacy over a five-year period. The six pillars set out below will guide our actions and ensure that the legacy is leveraged to its full potential to drive long-term, meaningful change.

We have completed Year 1 of our plan which:

- Builds capacity within each pillar ensuring we have specialist skills and knowledge and enhances infrastructure and invests in training programs to broaden access to our services.

- Builds on current projects and introduce new initiatives, such as launching community education programs on financial literacy and energy efficiency, and establishing sustainable affordable food hubs.

- Conducts thorough evaluations of our programs based on community feedback and impact assessments, adapting and reviewing our strategy and objectives to meet emerging needs and ensure our services remain effective and relevant.

- Achieves sustainability for initiatives and aim for growth. Our goal is to establish self-sustaining models for each pillar, supported by strong community partnerships and ongoing investment in innovation and outreach.

Core Accredited Advice

We continue to provide free impartial quality advice and guidance to all, on anything. Using data, we drive change in our communities.

Be the voice for our community, taking a collaborative and proactive approach to improve lives.

Money Guidance

We continue to enhance our debt and money management services to provide comprehensive support for individuals facing financial challenges. We aim to equip our community with the knowledge and resources necessary for financial stability and independence.

Energy Advice

We provide resources to help our community manage energy expenses, adopt sustainable practices, and participate in workshops focused on energy efficiency, in partnership with local organisations.

Employment Advice

We continue to provide and strengthen our volunteer network across our organisation to build skills, provide meaningful opportunities and harness the power of volunteers to create value and impact

Employment is a cornerstone of economic security, and we are dedicated to strengthening our employment advisory services. This includes offering job search support, skills development programs, interview preparation, and advocating for fair employment practices to ensure that everyone has access to meaningful work opportunities.

Welfare & Benefits

To address the complex needs of our community, we will expand our specialist welfare and benefits services. This includes offering more in-depth support in areas such as housing, benefits, and legal aid, helping individuals navigate difficult circumstances and access essential resources.

Health and Wellbeing

We'll continue to provide collaborative community support that enhances and improves people's lives and seeks to provide holistic and preventive support.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Objectives and activities

a. Our purpose

We improve the lives of all those in our community by resolving challenges with a 'no barriers' approach to support, guidance and insight.

Whatever It Takes – We believe everyone is important in our community, so we take an extremely person centric approach to every challenge we are asked to help resolve.

We work together, hand in hand with our clients to seek the best next steps; providing confidence in our support and empowering our community with the depth and detail of our research.

We are a local charity providing general advice on any given issue and further specialist support in Benefits, Debt, Energy, Housing, Crisis and Employment. Overlaying individual advice needs is the overarching impact socio-economic deprivation places on our community's mental wellbeing, which we are committed to improving through our reach, impact and quality of advice. Our advice is provided with compassion, knowledge and understanding by our expertly trained volunteers and staff across multiple channels via in-person, telephone and email.

b. Our aims and objectives

Sustainability: achieve sustainability driven by income diversification and cost control guided by a clear funding strategy

Advice: our communities will be provided with free, impartial and quality advice that is timely, relevant and based on the person, organisation or situation.

Research & Advocacy: in partnership and collaboration we will provide opportunities and platforms for community voice and influencing captured and monitored via feedback, data, engagement and research.

Community led and Partnership: We will always seek to improve and enhance our services and activities through community engagement and working in partnership and collaboration.

Innovation and data: our approach will seek to do things better or differently, tracking trends or patterns to predict and improve outcomes.

People: support and develop our people and community giving them the confidence and skills to navigate and thrive.

Our service provides generalist advice in finance, welfare benefits, employment, housing, family & personal matters, immigration & nationality, health, education and discrimination. This is provided through in-person and telephone appointments, adviceline and email advice requests.

Achievements and performance

a. Sustainability: funding and income

Our five-year strategy places a clear focus on our sustainability through income diversification and generation going forward guided by a focused funding and legacy strategy and KPI monitoring on a quarterly and annual basis. In 2025 we will be reviewing and renewing our funding strategy for the next five years with a renewed focus on income diversification, required services, partnership collaboration and sustainability.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit and complied with the duty in Section 4 of the Charities Act 2011 when reviewing our aims and objectives and in planning our future activities. In particular, the Directors consider how planned activities will contribute to the aims and objectives they have set.

b. Review of activities

Performance

Demand remained high for our services and the overall return on investment (ROI) for every £1 was £31 in return for 2024/25. Our key activities and issues relate to accessing benefits, debt, and utilities and Energy advice.

Specialist projects and initiatives are meeting and delivering against expected service levels and targets.

Demand for energy advice continued to be a significant area of demand due to the cost of living and energy prices.

Demand for specialist welfare advice for the Big C now continued to outstrip capacity and we have now renewed and enhanced the partnership contract and offer further to meet demand.

Our volunteer network remains key to providing our core accredited advice pillar, and we've been successful in attracting and recruiting new volunteers and NEDs to the organisation.

Financial review

a. Summary

Key focus this year has been

- Year 1 of Strategic Snapshot Review
- Year 1 implementation of Six Key Pillar approach to Support and Advice and delivery of Year 1 Pillar projects
- Completing Year 1 of IT infrastructure upgrade
- CADAT Dashboard to track and monitor KPIs on income generation, Quality & Outcomes, Capacity & Capability, Community Feedback, Partnership Building, Engagement Acitivities
- Addition of new Directors with strong business skills and community links
- Year 1 of Strategic Snapshot Review and Six Key Pillar approach to Support and Advice

In 2024/25 there was a deficit of £3,870 (2023/24: surplus of £587,707). The prior year surplus arose from the £575,000 legacy recognised in the accounts and received in the current year.

b. Going concern

Activities delivered across general and specialist services continue to be in demand across CADAT's operational area. Our strategy will be fundamental to our sustainability and future growth. The Board of Trustees have a reasonable expectation that resource will be available to operate for at least the next twelve months of these signed accounts.

c. Reserves policy

At the 31 March 2025 the charity's total funds are £813,622 (2024: £817,492) of which £238,622 (2024: £242,492) are unrestricted, £nil (2024: £nil) are restricted and £575,000 (2024: £575,000) expendable endownment fund. Free reserves, which are unrestricted funds, excluding designated funds, are £183,930 (2024: £223,470). Our reserves comprise of free reserves to meet cashflow shortfall calculated on a 3 month operating cost figure for 2024-25 (as below) and designated funds calculated to meet any liabilities. The reserves held are in line with the reserves policy.

Operating Costs: We calculate a monthly operating cost, which is reviewed on a 6-monthly basis. We monitor this to ensure the amount held covers 3 months operating costs on a rolling basis. We have a robust action plan in place to respond and mitigate should funds dip below required amount.

2024/25 3-month operating cost = £184k

The legacy receipt is held in the expendable endowment fund, and its anticipated application is described earlier in this report.

Structure, governance and management

a. Constitution and charitable purpose

The charity is a limited company incorporated in England and Wales by guarantee on 8 May 2001 and registered with the Charity Commission on 25 October 2001. The company was established under a Memorandum of Association which set out the objects and powers of the charitable company and is governed by its Articles of Association.

Our charitable object is to promote any charitable purpose for the public benefit by the advancement of education, the protection and preservation of health and the relief of poverty, sickness and distress in particular, but without limitation, for the benefit of the communities within Diss, Thetford and District, and the surrounding area.

b. Methods of appointment or election of Trustees

Under those Articles, the members of the Board of Trustees are elected at the AGM to serve for a period not exceeding three years but may be re-elected at the Annual General Meeting. The maximum number of Trustees is fifteen and the minimum is four. New Trustees follow an induction training programme, which covers their roles and responsibilities, the organisational, operational and legal structure of the charity, resources and current financial position, future plans and objectives. They will also complete mandatory training and attend training organised by Citizens Advice and will be invited to participate in other relevant courses delivered by external organisations.

Structure, governance and management (continued)

c. Organisational structure and decision-making policies

The Trustee Board is responsible for setting the strategic direction of the organisation and the policy of the charity. The Trustees carry the ultimate responsibility for the conduct of Diss, Thetford & District Citizens Advice Bureau and for ensuring the charity satisfies its legal and contractual obligations.

Trustees delegate the day-to-day operation of the organisation to a Management Team, who are assisted by staff and volunteers. The Trustee Board is independent from management and discharges its responsibilities through its established committee structure. All committees meet at least quarterly. Apart from the management team committee, the others are made up of Trustees with special interest and skills and relevant staff and they are the Finance, Fundraising & Risk Committee (including remuneration, audit, risk & compliance), the People committee (including recruitment, remuneration, health, safety & wellbeing committee, and the Research & Campaigns Forum. The work of these groups is reported at Trustee Meetings.

CADAT is expertly supported by a large number of volunteers, many who bring specialist skills and experience to the charity. The majority have been trained as generalist advisers, but some are receptionists, help with fund raising, administration, research, campaigning and IT. This contributes to our service delivery, professionalism and is part of our social capital. Diss, Thetford & District Citizens Advice Bureau is a member of Citizens Advice, the national umbrella organisation, which sets a framework for standards of advice and casework management, as well as operational and organisational standards and conducts regular audits of the organisation against these. The organisation cooperates and liaises with a number of other charitable and statutory organisations on behalf of its clients.

d. Pay policy for key management personnel

The Trustee Board and Senior Management determine and authorise the pay and remuneration of key management personnel and staff through benchmarking to similar organisations and consideration of current inflation against affordability to the organisation.

e. Risk management

Our primary purpose is to support those most in need, yet we are working within a climate where the demand for our services continues to increase and there is uncertainty around the traditional funding routes we have relied to deliver outstanding free advice. Therefore, the highest importance is placed upon the structures needed to identify, analyse and evaluate the risks that may hamper our purpose. This means we are better able to accurately develop and deploy the required mitigation strategies, but also correctly approach, innovate and apply new revenue streams, funding opportunities and productivity transitions.

We undertake continuous risk assessment, with the approach based on the current and developing key risk factors. We include risk assessment updates in our quarterly Finance, Fundraising & Risk Committee meetings. In doing so, a comprehensive review takes place involving the Senior Management Team and Trustees.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by:

Peter Norman

P Norman
(Trustee and Treasurer)

Date: 10 Oct 2025

INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 31 MARCH 2025

Independent examiner's report to the Trustees of Diss, Thetford and District Citizens Advice Bureau ('the company')

I report to the charity Trustees on my examination of the accounts of the company for the year ended 31 March 2025.

Responsibilities and basis of report

As the Trustees of the company (and 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 the company's accounts 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

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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.

This report is made solely to the company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the company and the company's Trustees as a body, for my work or for this report.

Signed: Christopher Yeates Dated: 13 Oct 2025

Christopher Yeates FCA DChA

Larking Gowen LLP

Chartered Accountants

Diss

DISS, THETFORD AND DISTRICT CITIZENS ADVICE BUREAU
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Expendable endowment funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Income and endowments from:						
Donations and legacies	3	**6,530**	**-**	**-**	**6,530**	*583,782*
Charitable activities		**245,976**	**452,797**	**-**	**698,773**	*650,219*
Investments	5	**12,367**	**-**	**-**	**12,367**	*3,957*
Other income		**14,835**	**-**	**-**	**14,835**	*136*
Total income and endowments		**279,708**	**452,797**	**-**	**732,505**	*1,238,094*
Expenditure on:						
Charitable activities		**283,578**	**452,797**	**-**	**736,375**	*650,387*
Total expenditure		**283,578**	**452,797**	**-**	**736,375**	*650,387*
Net movement in funds		**(3,870)**	**-**	**-**	**(3,870)**	*587,707*
Reconciliation of funds:						
Total funds brought forward		**242,492**	**-**	**575,000**	**817,492**	*229,785*
Net movement in funds		**(3,870)**	**-**	**-**	**(3,870)**	*587,707*
Total funds carried forward		**238,622**	**-**	**575,000**	**813,622**	*817,492*

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 16 to 31 form part of these financial statements.

DISS, THETFORD AND DISTRICT CITIZENS ADVICE BUREAU

(A company limited by guarantee)
REGISTERED NUMBER: 04212031

BALANCE SHEET
AS AT 31 MARCH 2025

	Note		2025 £		*2024 £*
Fixed assets					
Tangible assets	10		**19,967**		*476*
			19,967		*476*
Current assets					
Stocks	11	**4,207**		-	
Debtors	12	**61,480**		*617,757*	
Cash at bank and in hand		**958,616**		*327,588*	
		1,024,303		*945,345*	
Current liabilities					
Creditors: amounts falling due within one year	13	**(222,328)**		*(128,329)*	
Net current assets			**801,975**		*817,016*
Total assets less current liabilities			**821,942**		*817,492*
Creditors: amounts falling due after more than one year	14		**(8,320)**		-
Total net assets			**813,622**		*817,492*
Charity funds					
Endowment funds	15		**575,000**		*575,000*
Restricted funds	15		**-**		-
Unrestricted funds	15		**238,622**		*242,492*
Total funds			**813,622**		*817,492*

The company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2025

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Peter Norman

P Norman
(Trustee and Treasurer)
Date: 10 Oct 2025

The notes on pages 16 to 31 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	2025 £	*2024* *£*
Cash flows from operating activities		
Net cash provided by operating activities	**618,661**	*100,762*
Cash flows from investing activities		
Dividends, interests and rents from investments	**12,367**	*3,957*
Net cash provided by investing activities	**12,367**	**3,957**
Cash flows from financing activities		
Net cash provided by financing activities	**-**	**-**
Change in cash and cash equivalents in the year	**631,028**	**104,719**
Cash and cash equivalents at the beginning of the year	**327,588**	*222,869*
Cash and cash equivalents at the end of the year	**958,616**	*327,588*

The notes on pages 16 to 31 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. General information

The company is a company limited by guarantee, incorporated in England and Wales. Members of the charitable company guarantee to contribute an amount not exceeding £10 to the assets of the charitable company in the event of winding up.

2. Accounting policies

2.1 Basis of preparation of financial statements

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

The financial statements are presented in sterling which is the functional currency of the company and rounded to the nearest £.

Diss, Thetford and District Citizens Advice Bureau meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The Trustees have considered the charity's position at the time of signing the financial statements, including the financial resources of the charity, secured funding and the funding landscape. Further details are included in the trustees' report.

Based on this, the Trustees have concluded that they have a reasonable expectation that the charity will have adequate resources to continue in operational existence for the foreseeable future, and at least twelve months from the date of signing these financial statements, they therefore continue to adopt the going concern basis of accounting in preparing these financial statements.

2.3 Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the company, can be reliably measured.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Long-term leasehold property	- 10% straight line
Fixtures and fittings	- 20% straight line
Computer equipment	- 33% straight line

2.7 Stocks

Stocks are valued at the lower of cost and net realisable value.

2.8 Debtors

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

2. Accounting policies (continued)

2.9 Cash at bank and in hand

Cash at bank and 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.

2.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.11 Financial instruments

The company 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.12 Finance leases and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the company. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

2.13 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.14 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

2. Accounting policies (continued)

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Expendable endowment funds represent a legacy which forms part of the capital fund of the Charity. The fund is expendable endowment insofar as the Trustees have discretion to expend the fund in furtherance of the Charity's objects.

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

3. Income from donations and legacies

	Unrestricted funds 2025 £	**Expendable endowment funds 2025 £**	**Total funds 2025 £**
Donations	6,530	-	**6,530**

	Unrestricted funds 2024 £	*Endowment funds 2024 £*	*Total funds 2024 £*
Donations	*8,782*	*-*	*8,782*
Legacies	*-*	*575,000*	*575,000*
	8,782	*575,000*	*583,782*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

4. Income from charitable activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
District and County Councils	99,841	-	**99,841**
Big C	44,486	-	**44,486**
Pension Wise	-	212,868	**212,868**
BigL HTC (Help Through Crisis)	-	23,743	**23,743**
Project Shelf	11,153	65,520	**76,673**
Hardship	-	12,000	**12,000**
Energy	-	114,622	**114,622**
Other	90,496	24,044	**114,540**
Total 2025	245,976	452,797	**698,773**

	Unrestricted funds 2024 £	*Restricted funds 2024 £*	*Total funds 2024 £*
District and County Councils	*100,610*	-	*100,610*
Big C	*44,275*	-	*44,275*
Pension Wise	-	*206,665*	*206,665*
BigL HTC (Help Through Crisis)	-	*25,401*	*25,401*
Project Shelf	-	*21,042*	*21,042*
Hardship	-	*43,500*	*43,500*
ESF Chances	-	*54,403*	*54,403*
Energy	-	*32,551*	*32,551*
Other	*106,772*	*15,000*	*121,772*
Total 2024	*251,657*	*398,562*	*650,219*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

5. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Bank interest	12,367	**12,367**	*3,957*
Total 2024	*3,957*	*3,957*	

6. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Total funds 2025 £	*Total funds 2024 £*
General Advisory Services	736,375	**736,375**	*650,387*

Analysis of direct costs

	Total funds 2025 £	*Total funds 2024 £*
Staff costs	**563,868**	*516,349*
Depreciation	**10,459**	*479*
Volunteer and staff expenses	**13,506**	*18,641*
Office costs	**45,195**	*52,450*
Premises costs	**26,554**	*18,559*
Other costs	**65,368**	*24,973*
Governance costs	**11,425**	*18,936*
	736,375	*650,387*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

7. Independent examiner's remuneration

	2025 £	2024 £
Fees payable to the company's independent examiner for the independent examination of the company's annual accounts	**3,900**	*3,720*

8. Staff costs

	2025 £	2024 £
Wages and salaries	**514,325**	*473,403*
Social security costs	**35,552**	*31,345*
Contribution to defined contribution pension schemes	**13,991**	*11,601*
	563,868	*516,349*

The average number of persons employed by the company during the year was as follows:

	2025 No.	2024 No.
	25	*24*

The average headcount expressed as full-time equivalents was:

	2025 No.	2024 No.
	18	*14*

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration of key management personnel in the year, including employers pension and national insurance, amounted to £94,093 (2024 - £87,564).

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2024 - £NIL)*.

During the year ended 31 March 2025, expenses totalling £55 were reimbursed or paid directly to 1 Trustee *(2024 - £NIL*).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

10. Tangible fixed assets

	Long-term leasehold property £	Fixtures, fittings and computer equipment £	Total £
Cost or valuation			
At 1 April 2024	**162,129**	**28,173**	**190,302**
Additions	**-**	**29,950**	**29,950**
At 31 March 2025	**162,129**	**58,123**	**220,252**
Depreciation			
At 1 April 2024	**162,129**	**27,697**	**189,826**
Charge for the year	**-**	**10,459**	**10,459**
At 31 March 2025	**162,129**	**38,156**	**200,285**
Net book value			
At 31 March 2025	**-**	**19,967**	**19,967**
At 31 March 2024	*-*	*476*	*476*

11. Stocks

	2025 £	*2024 £*
Project Shelf stock	**1,207**	-
Vouchers - Household Support	**3,000**	-
	4,207	-

12. Debtors

	2025 £	2024 £
Due within one year		
Trade debtors	**51,948**	*40,950*
Prepayments and accrued income	**9,532**	*1,807*
Legacy receivable	**-**	*575,000*
	61,480	*617,757*

13. Creditors: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	**13,628**	*6,097*
Other taxation and social security	**18,165**	*8,417*
Obligations under finance lease and hire purchase contracts	**8,319**	-
Other creditors	**4,703**	*1,971*
Accruals and deferred income	**177,513**	*111,844*
	222,328	*128,329*

	2025 £	2024 £
Deferred income at 1 April 2024	**36,476**	*27,899*
Resources deferred during the year	**113,555**	*36,476*
Amounts released from previous periods	**(30,586)**	*(27,899)*
Deferred income at 31 March 2025	**119,445**	*36,476*

Deferred income relates to grants received for which recognition criteria have not yet been met.

Hire purchase liabilities are secured on the assets to which they relate.

14. Creditors: Amounts falling due after more than one year

	2025	*2024*
	£	*£*
Net obligations under finance lease and hire purchase contracts	**8,320**	-

Hire purchase liabilities are secured on the assets to which they relate.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

15. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
Unrestricted funds					
Designated funds					
Unrestricted Fixed Assets	**476**	**-**	**(10,459)**	**29,950**	**19,967**
Equipment Fund	**10,000**	**-**	**-**	**10,000**	**20,000**
Redundancy	**5,500**	**-**	**-**	**-**	**5,500**
Lease obligations	**3,046**	**-**	**(4,373)**	**10,552**	**9,225**
	19,022	**-**	**(14,832)**	**50,502**	**54,692**
General funds					
General Fund	**223,470**	**279,708**	**(268,746)**	**(50,502)**	**183,930**
Total Unrestricted funds	**242,492**	**279,708**	**(283,578)**	**-**	**238,622**
Expendable endowment funds					
Legacies	**575,000**	**-**	**-**	**-**	**575,000**
Restricted funds					
BigL (Help Through Crisis)	**-**	**23,743**	**(23,743)**	**-**	**-**
Pension Wise	**-**	**212,868**	**(212,868)**	**-**	**-**
Project Shelf	**-**	**65,520**	**(65,520)**	**-**	**-**
Energy	**-**	**114,622**	**(114,622)**	**-**	**-**
Hardship Fund	**-**	**12,000**	**(12,000)**	**-**	**-**
Other	**-**	**24,044**	**(24,044)**	**-**	**-**
	-	**452,797**	**(452,797)**	**-**	**-**
Total of funds	**817,492**	**732,505**	**(736,375)**	**-**	**813,622**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

15. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2023 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Balance at 31 March 2024* £
Unrestricted funds					
Designated funds					
Unrestricted Fixed Assets	*955*	*-*	*(479)*	*-*	*476*
Equipment Fund	*10,000*	*-*	*-*	*-*	*10,000*
Redundancy	*5,500*	*-*	*-*	*-*	*5,500*
Lease obligations	*4,430*	*-*	*(2,862)*	*1,478*	*3,046*
	20,885	*-*	*(3,341)*	*1,478*	*19,022*
General funds					
General Fund	*208,900*	*264,532*	*(248,484)*	*(1,478)*	*223,470*
Endowment funds					
Legacies	*-*	*575,000*	*-*	*-*	*575,000*
Restricted funds					
BigL (Help Through Crisis)	*-*	*25,401*	*(25,401)*	*-*	*-*
Pension Wise	*-*	*206,665*	*(206,665)*	*-*	*-*
Project Shelf	*-*	*21,042*	*(21,042)*	*-*	*-*
Energy	*-*	*32,551*	*(32,551)*	*-*	*-*
ESF Chances	*-*	*54,403*	*(54,403)*	*-*	*-*
Hardship Fund	*-*	*43,500*	*(43,500)*	*-*	*-*
Other	*-*	*15,000*	*(15,000)*	*-*	*-*
	-	*398,562*	*(398,562)*	*-*	*-*
Total of funds	*229,785*	*1,238,094*	*(650,387)*	*-*	*817,492*

15. Statement of funds (continued)

Designated Funds:

Unrestricted Fixed Assets:
This fund represents the unrestricted fixed assets as these amounts are not readily available to spend on the charitable objects of the organisation. This is as recommended by the Charity Commission to be held in the event of closure to meet all our financial commitments.

Equipment Fund:
A designated fund of £10,000 has been set up to ensure that there is sufficient money to replace equipment when it becomes obsolete or beyond economic repair. A further £10,000 was added to the fund in the year.

Redundancy Fund:
This represents funds to cover potential redundancy costs.

Lease obligations:
This represents funds set aside to fund the remainder of operating leases.

Restricted funds:

BigL (Help Through Crisis): Tailored support to people in immediate crisis, through planning to improve their future situation and through working with partner agencies.

Pension Wise: The organisation was appointed as a delivery centre for Norfolk and Suffolk for the Government's Pension Wise guidance service.

Project shelf: Funding awarded by Nourishing Norfolk Fund to develop the Shelf- the Diss Community Food Hub.

Energy: Funding awarded to deliver energy advice on a range of topics, from saving money on bills to smart meters.

ESF Chances: Supports people back into work by helping them overcome any challenges they are facing.

Hardship Fund: The delivery of hardship information, advice and support with an overall objective to reduce hardship for Norfolk residents, including FCA accredited help to reduce debt.

Expendable endowment funds

This represent a legacy which forms part of the capital fund of the Charity. The fund is expendable endowment insofar as the Trustees have discretion to expend the fund in furtherance of the Charity's objects.

16. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Expendable endowment funds 2025 £	Total funds 2025 £
Tangible fixed assets	19,967	-	-	**19,967**
Current assets	349,583	99,720	575,000	**1,024,303**
Creditors due within one year	(122,608)	(99,720)	-	**(222,328)**
Creditors due in more than one year	(8,320)	-	-	**(8,320)**
Total	238,622	-	575,000	**813,622**

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	*Expendable endowment funds 2024 £*	*Total funds 2024 £*
Tangible fixed assets	*476*	*-*	*476*
Current assets	*370,345*	*575,000*	*945,345*
Creditors due within one year	*(128,329)*	*-*	*(128,329)*
Total	*242,492*	*575,000*	*817,492*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

17. Reconciliation of net movement in funds to net cash flow from operating activities

	2025 £	*2024 £*
Net income/expenditure for the year (as per Statement of Financial Activities)	**(3,870)**	*587,707*
Adjustments for:		
Depreciation charges	**10,459**	*479*
Investment income	**(12,367)**	*(3,957)*
Decrease/(increase) in stocks	**(4,207)**	*-*
Decrease/(increase) in debtors	**556,277**	*(500,015)*
Increase in creditors	**72,369**	*16,548*
Net cash provided by operating activities	**618,661**	*100,762*

18. Analysis of cash and cash equivalents

	2025 £	*2024 £*
Cash in hand	**958,616**	*327,588*
Total cash and cash equivalents	**958,616**	*327,588*

19. Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	New finance leases £	At 31 March 2025 £
Cash at bank and in hand	**327,588**	**631,028**	**-**	**958,616**
Finance leases	**-**	**-**	**(16,639)**	**(16,639)**
	327,588	**631,028**	**(16,639)**	**941,977**

20. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £13,991 (2024 - £11,601). Contributions totalling £4,703 (2024 - £1,971) were payable to the fund at the balance sheet date and are included in creditors.

21. Operating lease commitments

At 31 March 2025 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025	*2024*
	£	*£*
Not later than 1 year	**6,771**	*1,015*
Later than 1 year and not later than 5 years	**3,414**	*2,031*
	10,185	*3,046*

The following lease payments have been recognised as an expense in the Statement of financial activities:

	2025	*2024*
	£	*£*
Operating lease rentals	**4,373**	*1,846*

22. Related party transactions

There are no related party transactions in the year requiring disclosure.