

REGISTERED COMPANY NUMBER: 02390927 (England and Wales)  
REGISTERED CHARITY NUMBER: 900116

**THE BASINGSTOKE CITIZENS ADVICE BUREAU  
LIMITED**

**REPORT OF THE TRUSTEES AND  
UNAUDITED FINANCIAL STATEMENTS**

**For the Year Ended 31 March 2023**

Derbyshire Accountants Limited  
7 London Street  
Whitchurch  
Hampshire  
RG28 7LH

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**CONTENTS OF THE FINANCIAL STATEMENTS**  
For the Year Ended 31 March 2023

**Company No. 02390927**  
**Charity No. 900116**

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	Page
<b>Trustees and Directors Report</b>	2-11
<b>Statement of Trustees and Directors Responsibilities</b>	12
<b>Independent Examiner's Report</b>	13
<b>Statement of Financial Activities</b>	14
<b>Balance Sheet</b>	15-16
<b>Notes to the Financial Statements</b>	17-26

# THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED

## TRUSTEES AND DIRECTORS REPORT

For the Year Ended 31 March 2023

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The Trustees, who are also the directors of the charitable company for the purposes of the Companies Act 2006, are pleased to present their annual report with the financial statements of the charity for the year ended 31 March 2023.

### REFERENCE AND ADMINISTRATION INFORMATION

Charity Name	The Basingstoke Citizens Advice Bureau Limited (also known as Citizens Advice Basingstoke (CAB))
Charity Registration Number	900116
Company Registration Number	02390927
Registered office	The Discovery Centre 19/20 Westminster House Potters Walk Basingstoke Hampshire RG21 7LS

### Trustees/Directors

The Trustees who served during the period and up to the date of this report are set out below:

Anthony Curtis	Chair (Appointed as Trustee 9 June 2022)
Richard Haas	Vice Chair (Appointed as Trustee 9 June 2022)
Neil Bass	Company Secretary
Deborah Cornick	Treasurer
Ian Green	
Rhiannon Lee	
Toju Ogbe	
John Robinson	
Effie Blankson	(Resigned 1 September 2022)
Jennifer Knight	(Resigned 8 November 2022)
Jane Komrower	(Resigned 1 September 2022)

### Management team

Graham Hatcher (CEO)  
Jane Charlick (Office Manager)  
Katie Jennings (Advice Services Manager)  
Callum Low (Operations Manager)  
Lucy Sweet (Marketing and Fundraising Manager)

### Bankers

CAF Bank Ltd, 35 Kings Hill Avenue, Kings Hill, West Malling, Kent,  
ME19 4JQ

### Independent Examiner

Charlotte Derbyshire FCCA, Derbyshire Accountants Limited,  
7 London Street, Whitchurch, Hampshire, RG28 7LH

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**TRUSTEES AND DIRECTORS REPORT**  
For the Year Ended 31 March 2023

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**OBJECTIVES AND ACTIVITIES**

**Objectives and aims for the public benefit.**

Citizens Advice Basingstoke's objectives are aligned with the aims and principles of the national organisation, Citizens Advice. These are to provide free, independent, confidential, and impartial advice to help people overcome their problems; to advise them on their rights and responsibilities; to improve the policies and practices that affect people's lives; to be a voice for people on the issues that matter to them and to value diversity, promote equality and challenge discrimination.

Citizens Advice Basingstoke's objects are clearly laid out in its Articles of Association.

"The Charity's objects are 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 community in Basingstoke and Deane and surrounding areas."

Our main activities and who we try to help are described below. All our charitable activities focus on providing the advice people need for the problems they face and are undertaken specifically to provide public benefit. The Board of Trustees have had due regard to the Charity Commission guidance on public benefit and have complied with the duty in section 4 of the Charities Act 2011.

**ACHIEVEMENTS AND PERFORMANCE**

**Charitable activities**

Citizens Advice Basingstoke's primary activity is to provide information and advice to any member of the public who seeks it. This service can be accessed by people at our office in Festival Place, Basingstoke by making an appointment. It can also be accessed by telephone, email, webchat, and on-line advice line. Home visits can also be arranged when necessary and we provide outreach in the community.

- Although client numbers for the year decreased to 9,193 (2022:12,492) there has been an increase in Activities for clients 31,309 (2022:30,089)
- We saw a decrease in Casework 6,945 (2022:10,099)
- The ages of the clients we have dealt ranged from 16-99 (2022:16-99)
- Ethnicity of clients seen has also slightly changed: BAME 15% (2022:16%)
- Those with a disability or long-term health condition 37% (2022:46%). Clients experiencing health problems have more complex advice needs.
- We have used the following Channels to meet client demand: Email 40% (2022:46%), Webchat 1% (2022:2%), Phone 39% (2022:39%), letter 2% (2022:2%), in person 11% (2022:3%), and other 7% (2022:11%).

In addition:

- £2,448,511 (2022:4,543,575) saved by government and public services
- £1,067,335 (2022: £1,952,942) income gained for our clients thanks to advice provided by advisers
- £6,216,046 (2022: £10,807,200) gained in financial benefits to our clients from problems solved
- £16,071,100 (2022:27,735,443) in estimated wider social and economic value to society
- £11,431,617 in estimated improvement to client's wellbeing

*These figures are based on the value of advice delivered by our office. Using a Treasury approved model developed by New Economy using the latest values, we only put a value on what we can firmly evidence. Income gained for clients uses their individual financial gain for a 12-month period as a result of our help.*

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**TRUSTEES AND DIRECTORS REPORT**  
For the Year Ended 31 March 2023

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**ACHIEVEMENTS AND PERFORMANCE (Continued)**

**Charitable activities (continued)**

We have given advice on a wide range of issues (15,144 in total), with 83% (2022:78%) of all enquiries relating to:

- Benefits, Universal Credit and Tax Credit 24% (2022:36%)
- Charitable Support and Foodbanks 11% (2022: included in benefits)
- Debt 15% (2022:10%)
- Housing 10% (2022:14%)
- Utilities and Communication 12% (2022:2%)
- Relationships and family 6% (2022:6%) and,
- Employment 5% (2022:10%)

Universal Credit enquiries are a significant part of Benefit enquiries, closely followed by Personal Independent Payments.

Charitable Support & Foodbanks: include Food Vouchers, Energy Vouchers, Applications for charitable support, and support in kind (clothes, furniture, etc.).

Debt enquires fell when additional Covid financial protection measures were put in place in the previous years, but demand has been increasing as those measures were lifted. Top Debt issues arising were split between Debt Assessment, Rent Arrears, Council Tax Arrears and Energy.

The largest area of enquiry within housing issues has been from people in the private rented property sector. We also assisted with enquiries from those who were homeless or threatened with homelessness.

Utilities and communications issues arose from people struggling to pay their energy bills and we issued 477 fuel vouchers.

Our Research and Campaigns work to improve the policies and practices that affect people's lives continues. The evidence our advisers capture is collated and sent to Citizens Advice centrally, which then helps to inform national campaigns for changes in policy or practice. In this way, people who never visit Citizens Advice or who may not even know we exist, can benefit from our work.

One of Citizens Advice's most significant current campaigns concerns the cost-of-living crisis, the impact it will have on those most in need and those unable to work. Citizens Advice nationally has carried out research which has been extrapolated down to constituency level. Analysis of our data shows us that the following groups have experienced an even greater decline in their standard of living than the rest of us:

- People in private rentals.
- Those with caring responsibilities.
- People with disabilities or long-term health conditions.
- People on pre-payment meters.
- Single parents.

Since September of 2021 Citizens Advice has been aware that the massive increases in energy prices would create significant hardship. Over the last 18 months we have campaigned successfully for Government support generally (i.e. to the benefit of all consumers) and more recently on behalf of those on pre-payment meters. This campaign has been supported by our local MP who has written to the Department for Energy Security and Net Zero on our behalf.

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**TRUSTEES AND DIRECTORS REPORT**  
For the Year Ended 31 March 2023

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**ACHIEVEMENTS AND PERFORMANCE (Continued)**

**Partnership projects and other outreach services**

To ensure that our services are as accessible as possible to those who need our help, we also undertake funded partnership projects and other services:

**Foodbank outreach service** - We provided a dedicated on-site advice service at 6 locations for people using the local foodbank. The current project has been extended until the end of December 2023.

**HIWCF Penton Trust** – “Alleviating Poverty for Over 65’s” is a dedicated service, specifically designed to meet the growth of a local ageing population, helping older people to tackle debt and poverty etc. and ensure they are receiving the benefits to which they are entitled.

**LEWS (Local Emergency Welfare Scheme)** – A central hub working in partnership with local organisations to provide emergency assistance to residents facing a crisis due to the impact of Covid. This help ranges from providing initial mental health support to financial and debt advice. We are also managing an emergency fund to provide one off items such as fuel vouchers, food vouchers, white goods and furniture etc. This finished in August 2022.

**Money and Pension Services (MaPS)** - We received funding for a MAPS debt trainee to build up our capacity to deal with the expected increase in personal debt issues. Funding ceased in January 2023.

**Sovereign Housing Association** - A partnership that we have continued for many years to engage and provide help to their most vulnerable residents who are at risk of eviction. This service is being moved in-house; however, our funding has been extended to 30 September 2023.

**Home & Well** - This is Citizens Advice Hampshire in partnership with SSEN, SGN, Portsmouth Water, Southern Water, South East Water and Hampshire & Isle of Wight ICB to enable vulnerable people across Hampshire & IoW- “to stay safely and independently in their homes”. The focus is on Priority Service Register sign-ups and energy-related assistance as well as debt, welfare benefits and generalist advice.

**NHS Keyworker Housing Pilot** - Primarily to support new overseas NHS staff with Housing and other related issues.

**BDBC Cost of Living Community Fund** – Six month fund for face-to-face outreach at Oakridge Hall to support residents who are facing significant challenges with the cost of living. This project started on the 20<sup>th</sup> of March 2023.

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**TRUSTEES AND DIRECTORS REPORT**  
For the Year Ended 31 March 2023

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**ACHIEVEMENTS AND PERFORMANCE (Continued)**

**Partnership projects and other outreach services (Continued)**

**Healthwatch Hampshire** – Giving people a voice to help improve and shape NHS funded services, and assistance when they have a complaint.

**Household Support Fund** – A Hampshire- wide scheme to provide funding to individuals who are struggling to pay their fuel bills and are in debt.

**Hate Crime** – As part of our Equality and Diversity work, we are a third-party Hate Crime Reporting Centre, providing a safe, accessible environment where people, who may otherwise be reluctant to go to the police, can report anonymously, via our office, incidents of hate crime. Our CEO chairs a local Hate Crime working party attended by the local authority, police, and community leaders. The aim of this is to educate young people and raise awareness to increase the reporting of Hate Crimes.

**Other activities**

We have continued to work on a collaborative basis with other Citizens Advice organisations, both on a local basis with Citizens Advice Tadley, and through the Hampshire Consortium Citizens Advice Hampshire. We have a formal agreement with the Tadley office whereby our Chief Executive Officer provides strategic advice and support and a shared Training Manager.

We have continued to work with our partners to meet community needs and are active in the Social Inclusion Partnership which prevents and tackles homelessness and helps rough sleepers in the community. We are involved in the Mental Health Alliance, and we also hold extended Board meetings to get feedback from community leaders on our service.

**Our staff**

The Trustees are incredibly grateful to our staff and volunteers at Citizens Advice Basingstoke, without whom it would not be possible to deliver our service. Our team, mainly volunteers, provide advice and help to people from all backgrounds and abilities to tackle a wide range of issues.

Throughout the year our in-house training and recruitment has continued. We have also run on-line well-being sessions, as well as our regular morning briefings.

We also received additional one-off funding from Basingstoke and Dean Borough Council to recruit more volunteers and create a full-time post for our telephone service.

Thanks to the dedication of our staff and volunteers, our clients, including families, the elderly and disabled, have received much needed additional support during the year.

Our volunteers provided on average 242 hours per week with an estimated annual economic value of £250,757 (based on Government average earnings).

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**TRUSTEES AND DIRECTORS REPORT**  
For the Year Ended 31 March 2023

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**FINANCIAL REVIEW**

The availability of funding in the charity sector remains challenging. The charity is focused on providing added value to its funders from a base of sound financial management and ensuring that our services remain relevant to the strategic objectives of stakeholders at local and national level.

In the reporting period, the charity had a surplus of £8,766 (2022: £48,168) from a total income of £357,225 (2022: £436,454) and expenditure of £348,459 (2022: £388,286). At the year end the charity's total funds stand at £302,030 (2022: £293,264) of which £273,873 (2022: £272,349) is unrestricted and £28,157 (2022: £20,915) is restricted. The charity transferred £3,390 (2022: £15,897) into designated funds to cover future shortfalls in restricted funds. (Note 17).

We continue to be grateful to Basingstoke and Deane Borough Council (BDBC) who are our principal funders and who view us as one of their very few "Strategic Partners".

As well as specific project income mentioned earlier in the report, we also received other income from:

- CitA Hants Healthwatch/ HSF Community Grant - £12,407
- BDBC Cost of Living Partner Contribution - a total of £42,050 of which £27,834 is deferred to 2023-24
- Newbury Building Society Cost of Living Grant - £3,558

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**TRUSTEES AND DIRECTORS REPORT**  
For the Year Ended 31 March 2023

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**FINANCIAL REVIEW (Continued)**

**Reserves policy**

The charity holds both unrestricted financial reserves and restricted funds to be applied against agreed future activities. Unrestricted reserves provide protection against the immediate impact of funding changes and cover for unforeseen, essential services.

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, at a level which equates to approximately three to six months' unrestricted expenditure. The Trustees consider that this will provide sufficient funds to cover management and administration and support costs and to respond to emergency needs, which arise from time to time. Unrestricted funds (which include designated funds) were maintained at this level throughout the year. These have been revised in line with current expected costs.

Designated funds (see Note 17) are in place for the following:

- Contingencies in the event of a winding-up £50,035 (2022: £47,652)
- 6 months support costs £32,848 (2022: £31,284)
- 3 months' salary costs £69,961 (2022: £66,630)
- Sick pay £10,434 (2022: £10,434)
- Computer/digital upgrade £5,894 (2022: £5,894)
- Property maintenance £10,000 (2022: £10,000)
- Dilapidations provision £10,000 (2022: £8,000)
- Holiday Pay £nil (2022: £1,000)
- Recruitment £5,000 (2022: £5,000)
- Short term meeting demand £34,355 (2022: £40,000)
- Short term fundraising £nil (2022: £5,000)
- Project subsidy fund £9,668 (2022: £6,278)

As some of our projects come to an end, we intend keeping on existing project staff where possible to meet the increasing demand on our service and retain their experience. As a result of the real reduction in our funding and increased costs, our budget forecast deficit for 2023/24 is approximately £25,000. We therefore plan to utilise some of the above reserves in financial year 2023/24 to cover this deficit if required. The Trustee Board has approved the use of existing reserves to cover this shortfall in the short term but is actively looking at areas for additional funding for the office to be sustainable in the longer term.

Restricted funds of £28,157 (2022: £20,915), as at 31 March 2023, represent any funds carried forward towards future costs on some of our funded projects. (See Note 16).

The MaPS project has now been completed; however, the final project costs are still to be agreed and hence, the funds will not be reallocated until this is finalised later this year.

**Investment policy and objectives**

Under the Articles of Association, the charity has the power to make any investment which the Trustees see fit. Any surplus cash funds are currently placed in short to medium-term low-risk bank deposits.

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**TRUSTEES AND DIRECTORS REPORT**  
For the Year Ended 31 March 2023

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**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Constitution**

The organisation is a charitable company limited by guarantee. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

The Articles of Association are the governing documents of the Charity.

**Trustees**

The management of the Charity is the responsibility of the Trustees who are elected or co-opted to the Board in accordance with the terms of the Articles of Association. The Trustees under charity law are Directors of the charitable company.

The Articles of Association provide that the number of Trustees shall not be less than five nor more than fifteen. Trustees are elected for a three-year term and retire on rotation but may seek re-election at the AGM. A person may not hold the position of Chair, Vice Chair or Treasurer for more than six consecutive years. After the end of this period, two further years must pass before any former Chair, Vice chair or Treasurer may be re-appointed to those offices.

On 16 March 2023 Ian Green, who had been Chairman since July 2017 stepped down as Chairman and the Board was pleased to approve the appointment of Anthony Curtis as the new Chairman and Richard Haas as Vice Chairman.

The Trustees are unpaid volunteers but are entitled to reasonable reimbursement of expenses incurred in attending Trustee meetings or otherwise in connection with the discharge of their duties.

The Trustee Board aims to reflect the diversity of the Borough of Basingstoke and Deane wherever possible. When it is necessary to recruit a new Trustee, the Board is mindful of this and of any specific skills required. Potential Trustees are interviewed by the Chair of the Trustee Board and at least one other Trustee. Potential Trustees are also invited to attend a Board meeting in an observer capacity to ensure clarity about the role and responsibilities of a Trustee before they accept appointment.

**Induction and training of Trustees**

New trustees are briefed on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the charity. They also meet key employees and other trustees. They are also encouraged to spend time in the office to familiarise themselves with how advice sessions operate. Trustees are encouraged to attend appropriate external training events where these will facilitate the understanding of their role.

**Management and organisation**

Basingstoke Citizens Advice (CAB) is a member of Citizens Advice, the operating name of the National Association of Citizens Advice Bureau, which provides a framework for standards of advice and casework management as well as monitoring progress against these standards. Operating policies are independently determined by the Trustee Board to enable it to fulfil its charitable objects and comply with the national membership requirements.

The day-to-day management of CAB is delegated to the Chief Executive Officer. This is overseen by the Trustee Board. The CEO, Operations Manager, Advice Services Manager, Marketing and Fundraising Manager and a volunteer representative are also invited to attend Board meetings. Once a quarter an extended Board meeting is held where additional representative members comprising members of the Borough Council and local organisations are also invited to contribute towards overall policy and provide input into the furtherance of the charitable company's objects.

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**TRUSTEES AND DIRECTORS REPORT**  
For the Year Ended 31 March 2023

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**STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)**

**Risk Management and internal controls**

The Trustees are responsible for the effective management of risk, including ensuring that the appropriate internal controls are in place and are operating as designed. The Trustee Board conducts a regular review of the major risks to which the charity is exposed.

A risk register is in place and is updated at least annually. Where appropriate, systems or procedures have been established to manage and mitigate the risks the charity faces. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

We consider the following risk categories in our risk register and risk reporting - Governance and Compliance; Operational; Financial and Reputational and People.

Our key areas of risk include:

- Ability to meet demand - In order that we can continue to deliver our service, it is essential that we maintain our volunteer base. We, along with many other Local Citizens Advice, are finding it harder to attract suitable volunteers. Recruitment and training continued successfully during the pandemic, but the need exceeds our ability to recruit enough new advisors. We have an ongoing local campaign in place to recruit volunteers.
- Financial stability - Sustaining our sources of funding in a highly competitive environment. This is currently mitigated through the financial support we receive from Basingstoke and Deane Borough Council, but we continue to focus on seeking new sustainable sources of income.
- Information assurance - Protecting our client data from cyber and other external threats. This is mitigated/managed by strengthening our information governance through compliance with the General Data Protection Regulations and the use of 2 factor authentication across our web applications. Annual GDPR training is provided to all staff and Trustees.

The national association for Citizens Advice lays down strict guidelines as to how we deliver advice, conduct our governance, and account for our financing. We are internally audited annually by Citizens Advice in the areas of: Governance, Strategic Business Planning, Risk Management, Financial Management, People Management, Operational Performance Management, Partnership Working, Research and Campaigns and Equality Leadership.

In January 2023 we were audited by Citizens Advice in these nine areas of leadership where we achieved the highest rating of Green (Good to excellent). We were awarded the Advice Quality Standard (April 2020, Version 3) at the following level - Advice with Casework in Housing level (D5.1), Employment, and Telephone services (National, regional, and local telephone helplines).

Part of our audit requires ongoing Quality of Advice checks to ensure that the clients are given the correct advice to maintain the trust the public have in our service and to help them move forward. We follow the principles and practices set out in the Charity Governance Code guidance and good practice for smaller charities.

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**TRUSTEES AND DIRECTORS REPORT**  
For the Year Ended 31 March 2023

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**STRUCTURE, GOVERNANCE AND MANAGEMENT (Continued)**

**Information assurance**

The local Citizens Advice Trustee Board oversees the information security of all personal information of our clients, staff, funders, and strategic partners that is processed. The local Citizens Advice holds joint responsibility with the national Citizens Advice Service for client data that is held in our case management system. An information assurance management team exists to ensure the confidentiality, integrity and availability of all our sensitive data assets is maintained to a level which is consistent with the requirements of our clients, funders and strategic partners. The Bureau aims to achieve an appropriate level of compliance to the Data Protection Act, the Cabinet Office's Security Policy Framework, and industry best practice, as defined by the ISO 27000 series of standards.

**Going Concern**

After making further appropriate enquiries, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

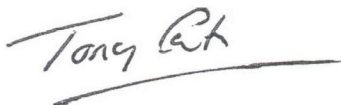
**PLANS FOR THE FUTURE**

Our overarching strategic priorities for 2023/24 are:

- Develop and grow our client service capability and maintain a high-quality service across all channels to make our core service more accessible. Strengthening our links within the local community to be better able to improve access for the marginalised and vulnerable members of our community.
- Improve our financial sustainability. We need to focus on growth rather than just survival and look at new ways to secure long term income commitments and funding opportunities to cope with the ever-increasing growth in demand.
- Ensure that staff and volunteer resources keep pace with demand. We plan to explore new ways to recruit, retain and motivate our team in what is a very competitive environment.
- Increase the impact of communications by creating and implementing a comprehensive communications plan.
- Increase the impact of Research & Campaigning within Basingstoke. We will work with Basingstoke and Deane Borough Council and our partners to focus on issues that affect our community.

We are always looking for additional volunteers to support our services across a wide range of roles including advisers, Trustees, people to support our day-to-day internal project and administration functions, and volunteers to help arrange fundraising, so please do get in touch if you are interested in joining us.

**The annual report was approved by the Board of Trustees on 20 July 2023 and signed on behalf of the Board:**



Anthony Curtis  
Chair of Trustees

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**TRUSTEES AND DIRECTORS REPORT**  
For the Year Ended 31 March 2023

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**STATEMENT OF TRUSTEES' AND DIRECTORS' RESPONSIBILITIES**

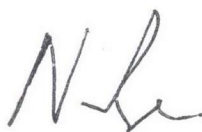
The Trustees and directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company and charity law requires the Trustees and directors to prepare financial statements for each financial year. Under that law, the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Company law requires that the Trustees and directors must not approve the financial statements unless they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the charitable company for that period. In preparing those financial statements, the Trustees are required to:

- a. select suitable accounting policies and then apply them consistently;
- b. make judgements and estimates that are reasonable and prudent;
- c. state whether applicable accounting standards have been followed subject to any material departures disclosed and explored in the financial statements;
- d. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business;
- e. that the Trustees and directors 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 charity and that enable them to ensure that the financial statements comply with the Companies Act;
- f. that the Trustees and directors are responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities; and that, where appropriate the Trustees and directors are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website.

In preparing this report, the Trustees have taken advantage of the small company's exemptions provided by section 415A of the Companies Act 2006.

Approved by the Trustees of the charity on 20 July 2023 and signed on its behalf by:



Neil Bass  
Company Secretary

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**TRUSTEES AND DIRECTORS REPORT**  
For the Year Ended 31 March 2023

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**INDEPENDENT EXAMINERS REPORT**

I report on the accounts of the company for the year ended 31 March 2023, which are set out on pages 14 to 26.

**Respective responsibilities of Trustees and examiner**

The Trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the ACCA.

Having satisfied myself that the charity is not required to be audited under part 16 of the Companies Act 2006 and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- follow the procedures laid down in the General Directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.

**Basis of independent examiner's statement**

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

**Independent examiner's statement**

In connection with my examination, no matter has come to my attention

1. which gives me reasonable cause to believe that in, any material respect, the requirements:
  - to keep accounting records in accordance with section 386 of the Companies Act 2006; and
  - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met; or
2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

*CA Derbyshire*

Charlotte Derbyshire FCCA  
Derbyshire Accountants Limited  
7 London Street  
Whitchurch  
Hampshire  
RG28 7LH

Date 17/08/2023

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**INCLUDING INCOME AND EXPENDITURE ACCOUNT**  
For the Year Ended 31 March 2023

	Notes	Unrestricted funds £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	39,557	-	39,557	90,938
Charitable activities	3	169,780	146,004	315,784	344,964
Investment income	4	1,884	-	1,884	552
<b>Total Income</b>		<b>211,221</b>	<b>146,004</b>	<b>357,225</b>	<b>436,454</b>
<b>EXPENDITURE ON</b>					
Charitable activities	5	213,087	135,372	348,459	388,286
<b>Total Expenditure</b>		<b>213,087</b>	<b>135,372</b>	<b>348,459</b>	<b>388,286</b>
<b>NET INCOME/(EXPENDITURE)</b>		<b>(1,866)</b>	<b>10,632</b>	<b>8,766</b>	<b>48,168</b>
Transfers between funds	15	3,390	(3,390)	-	-
<b>Net movement in funds</b>		<b>1,524</b>	<b>7,242</b>	<b>8,766</b>	<b>48,168</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		272,349	20,915	293,264	245,096
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>273,873</b>	<b>28,157</b>	<b>302,030</b>	<b>293,264</b>

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

The notes on pages 17 to 26 form part of these financial statements.

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**BALANCE SHEET**  
 At 31 March 2023

Company No. 02390927

	Notes	Unrestricted funds £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
<b>CURRENT ASSETS</b>					
Debtors	12	1,885	15,934	17,819	4,713
Cash at bank and in hand		326,542	45,057	371,599	351,478
		<u>328,427</u>	<u>60,991</u>	<u>389,418</u>	<u>356,191</u>
<b>CREDITORS</b>					
Amounts falling due within one year	13	(54,554)	(32,834)	(87,388)	(62,927)
<b>NET CURRENT ASSETS</b>		<u>273,873</u>	<u>28,157</u>	<u>302,030</u>	<u>293,264</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>273,873</u>	<u>28,157</u>	<u>302,030</u>	<u>293,264</u>
<b>NET ASSETS</b>		<u><u>273,873</u></u>	<u><u>28,157</u></u>	<u><u>302,030</u></u>	<u><u>293,264</u></u>
<b>FUNDS</b>					
	15				
<b>Unrestricted funds:</b>					
General funds		35,678	-	35,678	35,177
Designated funds		238,195	-	238,195	237,172
		<u>273,873</u>	<u>-</u>	<u>273,873</u>	<u>272,349</u>
<b>Restricted funds:</b>					
Restricted funds		<u>-</u>	<u>28,157</u>	<u>28,157</u>	<u>20,915</u>
<b>TOTAL FUNDS</b>		<u><u>273,873</u></u>	<u><u>28,157</u></u>	<u><u>302,030</u></u>	<u><u>293,264</u></u>

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**BALANCE SHEET - CONTINUED**  
At 31 March 2023

Company No. 02390927

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The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2023.

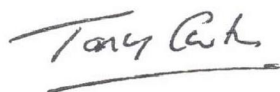
The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2023 in accordance with Section 476 of the Companies Act 2006.

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.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to charitable small companies.

The financial statements were approved by the Board of Trustees on 20 July 2023 and were signed on its behalf by:



**Anthony Curtis**  
Chair of Trustees

The notes on pages 18 to 27 form part of these financial statements.

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the Year Ended 31 March 2023

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**1. 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 2015)', 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.

**Going concern**

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

**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.

**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.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	- 33% on cost
Fixtures and fittings	- 25% on cost
Computer equipment	- 25% on cost

**Taxation**

The company is a registered charity and is exempt from corporation tax on its activities so long as the income does not arise from trading and is applied for charitable purposes within the original terms of the exemption.

**Fund accounting**

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

Designated funds are set aside by the Trustees out of unrestricted general funds for specific future purposes or projects.

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
For the Year Ended 31 March 2023

**1. ACCOUNTING POLICIES (Continued)**

**Fund accounting (Continued)**

Restricted funds can only be used for particular restricted purposes within the objectives 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.

**2 OTHER TRADING INCOME**

	Unrestricted £	Restricted £	Total 2023 £	Total 2022 £
Gift Aid	286	-	286	461
Donations	1,766	-	1,766	22,194
Fundraising	37,505	-	37,505	68,283
	<u>39,557</u>	<u>-</u>	<u>39,557</u>	<u>90,938</u>

**3 INCOME FROM CHARITABLE ACTIVITIES**

**Grant and contract income receivable for charitable activities**

	Unrestricted £	Restricted £	Total 2023 £	Total 2022 £
Local authority service level agreements	169,780	-	169,780	169,780
Brexit	-	-	-	-
Foodbank outreach	-	13,137	13,137	9,853
North Hampshire Hospital	-	-	-	-
Sovereign Housing Association	-	25,555	25,555	23,522
HWCF Penton Trust	-	11,000	11,000	10,000
LEWS (Local Emergency Welfare Scheme)	-	14,724	14,724	20,749
MAPS Debt Advice	-	31,967	31,967	38,857
Universal Credit Help to Claim	-	-	-	72,203
Home and Well	-	26,511	26,511	-
NHS Housing	-	23,110	23,110	-
	<u>169,780</u>	<u>146,004</u>	<u>315,784</u>	<u>344,964</u>

**4 INVESTMENT INCOME**

	Unrestricted £	Restricted £	Total 2023 £	Total 2022 £
Bank interest received	1,884	-	1,884	552

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
For the Year Ended 31 March 2023

**5 EXPENDITURE ON CHARITABLE ACTIVITIES BY FUND**

	Unrestricted £	Restricted £	Total 2023 £	Total 2022 £
Charitable activities	213,087	-	213,087	223,346
Foodbank outreach	-	13,860	13,860	8,488
North Hampshire Hospital	-	-	-	111
Sovereign Housing Association	-	25,947	25,947	24,184
HIWCF Penton Trust	-	10,532	10,532	10,415
LEWS (Local Emergency Welfare Scheme)	-	14,724	14,724	20,749
MAPS Debt Advice	-	31,314	31,314	30,460
Universal Support Help to Claim	-	-	-	70,533
Home and Well	-	20,864	20,864	-
NHS Housing	-	18,131	18,131	-
	<u>213,087</u>	<u>135,372</u>	<u>348,459</u>	<u>388,286</u>

**6 DIRECT COSTS OF CHARITABLE ACTIVITIES**

	General Advice £	Foodbank outreach £	Sovereign Housing Association £	HIWCF Penton Trust £	LEWS (Local Emergency Welfare Scheme) £
<b>Direct costs:</b>					
Salaries	191,917	10,702	23,003	8,838	9,885
Staff & volunteers	9,698	123	-	110	10
Office costs	20,517	107	240	120	-
Premises costs	19,451	-	-	-	-
Governance costs	450	-	-	-	-
Other costs	3,015	-	-	-	3,000
	<u>245,048</u>	<u>10,932</u>	<u>23,243</u>	<u>9,068</u>	<u>12,895</u>
<b>Support Costs:</b>					
Salaries	(4,000)	-	-	-	-
Other costs	(27,961)	2,928	2,704	1,464	1,829
	<u>(31,961)</u>	<u>2,928</u>	<u>2,704</u>	<u>1,464</u>	<u>1,829</u>
<b>Total Expenditure on charitable activities</b>	<u>213,087</u>	<u>13,860</u>	<u>25,947</u>	<u>10,532</u>	<u>14,724</u>

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
For the Year Ended 31 March 2023

**6 DIRECT COSTS OF CHARITABLE ACTIVITIES (continued)**

	MAPS Debt Advice	Home and Well	NHS Housing	Total 2023
	£	£	£	£
<b>Direct costs:</b>				
Salaries	22,239	16,736	7,819	291,139
Staff & volunteers	260	-	104	10,305
Office costs	115	-	-	21,099
Premises costs	-	-	-	19,451
Governance costs	-	-	-	450
Other costs	-	-	-	6,015
	22,614	16,736	7,923	348,459
<b>Support Costs:</b>				
Salaries	-	-	4,000	-
Other costs	8,700	4,128	6,208	-
	8,700	4,128	10,208	-
<b>Total Expenditure on charitable activities</b>	<b>31,314</b>	<b>20,864</b>	<b>18,131</b>	<b>348,459</b>

The basis of allocation of support costs is hours worked.

**6b DIRECT COSTS OF CHARITABLE ACTIVITIES COMPARATIVES**

	General Advice	Foodbank outreach	North Hampshire Hospital	Sovereign Housing Association	HIWCF Penton Trust
	£	£	£	£	£
<b>Direct costs:</b>					
Salaries	208,436	6,168	244	20,799	8,100
Staff & volunteers	6,003	22	-	150	90
Office costs	28,595	102	(133)	359	273
Premises costs	19,455	-	-	-	-
Governance costs	285	-	-	-	-
Other costs	3,000	-	-	-	-
	265,774	6,292	111	21,308	8,463
<b>Support Costs:</b>					
Salaries	(11,580)	-	-	-	-
Other costs	(30,848)	2,196	-	2,876	1,952
	(42,428)	2,196	-	2,876	1,952
<b>Total Expenditure on charitable activities</b>	<b>223,346</b>	<b>8,488</b>	<b>111</b>	<b>24,184</b>	<b>10,415</b>

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
For the Year Ended 31 March 2023

**6b DIRECT COSTS OF CHARITABLE ACTIVITIES COMPARATIVES (continued)**

	<i>LEWS (Local Emergency Welfare Scheme)</i>	<i>MAPS Debt Advice</i>	<i>Universal Support Help to Claim</i>	<i>Total 2022</i>
	£	£	£	£
<b>Direct costs:</b>				
Salaries	15,364	26,175	40,784	326,070
Staff & volunteers	52	208	269	6,794
Office costs	-	102	384	29,682
Premises costs	-	-	-	19,455
Governance costs	-	-	-	285
Other costs	3,000	-	-	6,000
	<b>18,416</b>	<b>26,485</b>	<b>41,437</b>	<b>388,286</b>
<b>Support Costs:</b>				
Salaries	-	-	11,580	-
Other costs	2,333	3,975	17,516	-
	<b>2,333</b>	<b>3,975</b>	<b>29,096</b>	<b>-</b>
<b>Total Expenditure on charitable activities</b>	<b>20,749</b>	<b>30,460</b>	<b>70,533</b>	<b>388,286</b>

The basis of allocation of support costs is hours worked.

**7 Net incoming resources for the year**

	2023	2022
	£	£
<b>This is stated after charging:</b>		
Operating leases – land and buildings	4,618	4,618
Operating leases – other	216	216
Independent Examiners' remuneration: - Independent Examination	660	660
Depreciation charge	-	-

**8 TRUSTEES**

During the year no remuneration or benefits for services as a director/trustee have been paid or were payable, directly or indirectly, out of the funds of the charity to any trustee or to any person known to be connected with them. (2022: £nil)

Expenses totalling £13 (2022: £13) were reimbursed to 1 Trustee during the year for professional fees.

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
 NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
 For the Year Ended 31 March 2023

**9 EMPLOYEES**

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

	2023 Head Count	2022 Head Count
Advice workers and support staff	10	12
Key management personnel	4	4
	14	16

	2023 £	2022 £
<b>Employment costs</b>		
Wages and salaries	267,305	302,177
Social security costs	16,606	16,323
Other pension costs	7,228	7,570
	291,139	326,070

No employee received remuneration amounting to more than £60,000 in the period (2021/22: None)

**10 PENSIONS**

The assets of the scheme are held separately from those of the company in an independently administered fund managed by Legal and General. The pension cost charge for the year represents contributions payable by the charitable company to the fund.

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
 NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
 For the Year Ended 31 March 2023

**11 FIXED ASSETS**

	Plant and machinery £	Fixtures and fittings £	Computer equipment £	Totals £
<b>COST</b>				
At 1 April 2022 and 31 March 2023	9,943	15,365	20,451	45,759
<b>DEPRECIATION</b>				
At 1 April 2022 and 31 March 2023	9,943	15,365	20,451	45,759
<b>NET BOOK VALUE</b>				
At 31 March 2023	-	-	-	-
At 31 March 2022	-	-	-	-

All of the fixed assets are for the Charity's own use.

**12 DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2023 £	2022 £
Prepayments	1,099	1,003
Accrued income	16,720	3,710
	<u>17,819</u>	<u>4,713</u>

**13 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2023 £	2022 £
PAYE/NIC Payable	-	3,395
Emergency donation funds	1,841	18,161
Pension creditor	-	-
Accrued expenses	33,636	24,297
Deferred grant income	51,911	17,074
	<u>87,388</u>	<u>62,927</u>

**14 RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31 March 2023 (2021/22: None).

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
For the Year Ended 31 March 2023

**15 MOVEMENT IN FUNDS**

	At 1.4.22	Net movement in funds	Transfers between funds	At 31.3.23
	£	£	£	£
<b>Unrestricted funds</b>				
General funds	35,177	(1,866)	2,367	35,678
Designated funds	237,172	-	1,023	238,195
	272,349	(1,866)	3,390	273,873
<b>Restricted funds</b>				
Restricted funds	20,915	10,632	(3,390)	28,157
<b>TOTAL FUNDS</b>	<b>293,264</b>	<b>8,766</b>	<b>-</b>	<b>302,030</b>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General funds	211,221	(213,087)	(1,866)
Designated funds	-	-	-
	211,221	(213,087)	(1,866)
<b>Restricted funds</b>			
Restricted funds	146,004	(135,372)	10,632
<b>TOTAL FUNDS</b>	<b>357,225</b>	<b>(348,459)</b>	<b>8,766</b>

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
For the Year Ended 31 March 2023

**15 MOVEMENT IN FUNDS - continued**

Comparatives for movement in funds

	At 1.4.21	Net movement in funds	Transfers between funds	At 31.3.22
	£	£	£	£
<b>Unrestricted funds</b>				
General funds	13,261	37,924	(16,008)	35,177
Designated funds	221,275	-	15,897	237,172
	234,536	37,924	(111)	272,349
<b>Restricted funds</b>				
Restricted funds	10,560	10,244	111	20,915
<b>TOTAL FUNDS</b>	<b>245,096</b>	<b>48,168</b>	<b>-</b>	<b>293,264</b>

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

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General funds	261,270	(223,346)	37,924
Designated funds	-	-	-
	261,270	(223,346)	37,924
<b>Restricted funds</b>			
Restricted funds	175,184	(164,940)	10,244
<b>TOTAL FUNDS</b>	<b>436,454</b>	<b>(388,286)</b>	<b>48,168</b>

**16 RESTRICTED FUNDS**

	At 1.4.22	Incoming Resources	Resources Expended	Transfers	At 31.3.23
	£	£	£	£	£
<b>Projects:</b>					
Foodbank outreach	2,581	13,137	(13,860)	-	1,858
North Hampshire Hospital	-	-	-	-	-
Sovereign Housing Association	1,206	25,555	(25,947)	-	814
HIWCF Penton Trust	(220)	11,000	(10,532)	-	248
LEWS (Local Emergency Welfare Schem	-	14,724	(14,724)	-	-
MAPS Debt Advice	13,958	31,967	(31,314)	-	14,611
Universal Support Help to Claim	3,390	-	-	(3,390)	-
Home & Well	-	26,511	(20,864)	-	5,647
NHS Housing	-	23,110	(18,131)	-	4,979
	20,915	146,004	(135,372)	(3,390)	28,157

The purpose of each fund is detailed in the Report of the Trustee Directors.

**THE BASINGSTOKE CITIZENS ADVICE BUREAU LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
For the Year Ended 31 March 2023

**17 DESIGNATED FUNDS**

	At 1.4.22	Incoming Resources	Resources Expended	Transfers	At 31.3.23
	£	£	£	£	£
Liquidation reserve	145,566	-	-	7,278	152,844
Sick pay reserve	10,434	-	-	-	10,434
Computer upgrade reserve	5,894	-	-	-	5,894
Short term Building reserve	10,000	-	-	-	10,000
Dilapidation's reserve	8,000	-	-	2,000	10,000
Holiday pay reserve	1,000	-	-	(1,000)	-
Recruitment reserve	5,000	-	-	-	5,000
Short Term Meeting demand reserve	40,000	-	-	(5,645)	34,355
Short Term Fundraising reserve	5,000	-	-	(5,000)	-
Project Subsidy Fund	6,278	-	-	3,390	9,668
	<u>237,172</u>	<u>-</u>	<u>-</u>	<u>1,023</u>	<u>238,195</u>

The liquidation reserve is comprised of the following costs should the bureau have to close:

	31.03.23	31.03.22
	£	£
Redundancy	50,035	47,652
3 months salary costs	69,961	66,630
3 months support costs	32,848	31,284
	<u>152,844</u>	<u>145,566</u>

Included within the liquidation reserve are funds to cover approximately three months unrestricted expenditure of management, administration and support costs and to respond to emergency needs which arise from time to time.

The sick pay reserve is to contribute towards the cost of any future sick pay liability.

The computer upgrade reserve is to contribute towards the cost of replacing/upgrading computer equipment.

The short term building reserve is to contribute towards the cost of maintenance and decoration of the charity's premises.

The dilapidation's reserve is to cover rectification costs that will be required under the terms of our lease.

The holiday reserve was setup to cover any unused holiday entitlement due to the Covid-19 pandemic which may need to be paid over to employees. This has now been reduced to £nil.

The recruitment reserve is to cover the cost of recruiting and training new volunteers.

The short term meeting demand reserve is to provide for hiring additional staff to meet the increasing demand over the next 24 months.

The short term fundraising reserve was to enable us to obtain specialist external consultancy to look for alternative fundraising opportunities over the next 24 months. An employee has now been recruited to run fundraising activities so this fund has now been reduced to £nil.

The project subsidy fund has been set up to enable us to cover any shortfall in funding of strategic projects following approval by the board.