

Company registration number: 04354628  
Charity number: 1090669

**TRUSTEES' REPORT AND  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
31 MARCH 2023**

**RUSHMOOR CITIZENS  
ADVICE BUREAUX  
(A company limited by  
guarantee)**

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# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

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# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

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### REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS

### FOR THE YEAR ENDED 31 MARCH 2023

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<b>Trustees</b>	Andrew Levey, Chair Uma Indran (appointed 20 February 2023) Samantha Levey (appointed 13 October 2022) Tricia Phillips (appointed 13 October 2022) Annette Althen (appointed 13 October 2022) Gaynor Austin Gary Ghale Joseph Bennett Jason Halliday Gerry Baker Chelsea Knight (resigned 9 March 2023) Calum Stewart (resigned 16 February 2023) Kay Goodchild (resigned 16 May 2023) Malcolm Cummins (resigned 20 June 2022)
<b>Company registered number</b>	04354628
<b>Charity registered number</b>	1090669
<b>Registered office</b>	Civic Offices Farnborough Road Farnborough Hampshire GU14 7JU
<b>Chief executive officer</b>	A F Hughes
<b>Independent auditors</b>	Menzies LLP Chartered Accountants Centrum House 36 Station Road Egham Surrey TW20 9LF
<b>Bankers</b>	Royal Bank of Scotland Farnborough Hampshire GU14 7NR  Scottish Widows Edinburgh EH3 8YJ
<b>Website</b>	<a href="http://citizensadvicrushmoor.org.uk">citizensadvicrushmoor.org.uk</a>

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# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

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### TRUSTEES' REPORT

#### FOR THE YEAR ENDED 31 MARCH 2023

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#### STRUCTURE, GOVERNANCE & MANAGEMENT

##### Governing Document

The Charity was formed as a company limited by guarantee on 17th January 2002 (Company number 04354628). The full name of the charity is Rushmoor Citizens Advice Bureaux and was re-registered with the Charity Commission in 2002, when incorporating as a company (Charity number 1090669). It is governed by its Memorandum and Articles of Association.

##### Trustees

The charity is governed by a trustee board. Trustees who have held office during the year are listed above. The Articles of Association provide for a minimum of four and a maximum of twenty-three trustees. Board meetings are held eight times a year with additional quarterly meetings for the committees listed below. Trustees are elected to the board for a three-year period and are appointed at an Annual General Meeting.

None of the trustees has any beneficial interest in the company. All trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

Since the end of the last financial year four new trustees have been appointed and four trustees have resigned. One of those resigning was appointed to the paid staff as Deputy Chief Officer, the required approval for this appointment having been given by the Charity Commission.

The trustee board has therefore seen quite a degree of churn and some trustees are still relatively inexperienced. In common with other Citizens Advice teams, and the charity sector in general, demands on trustee time have been increasing and the capacity of trustees to fulfil their responsibilities is becoming a concerning feature.

Notwithstanding this, feedback from a survey of board effectiveness based on the Charity Governance Code, the results of our assessment against national Citizens Advice leadership standards, and feedback from the Chief Officer, staff, volunteers, and other stakeholders confirms that the board has had an effective year.

Trustees continue to have 'lead role' responsibility for key areas of the service's activities, providing direction and oversight and working effectively with staff members.

Decisions made by the trustee board are recorded in the minutes of board meetings, indicating discussions held and whether those decisions were unanimous, or subject to a vote. Decisions are made against the background of the agreed strategy outlined in the Business Plan, which is reviewed by the board on a quarterly basis.

The board has updated its skills audit to support its continued focus on further developing trustee knowledge and skills. New trustees receive full induction and undertake mandatory training, comprising Financial Conduct Authority (FCA), Data Protection, Equity, Diversity & Inclusion (EDI), and Safeguarding) as well as discretionary learning. Trustees are encouraged to attend external training events where these will enhance effectiveness in their role. They are fully briefed on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the board and committee decision-making processes, the business plan and recent financial performance of the charity.

The board has appropriate policies and procedures in place to comply with its mandatory and organisational EDI commitments. Particular attention has been given to appointing new trustees that reflect the local community. New trustee recruitment has been done with diversity, as well as experience and skills, in mind.

##### Organisation Structure & Management

Citizens Advice Rushmoor (the operating name of Rushmoor Citizens Advice Bureaux) is a member of Citizens Advice (the operating name of the National Association of Citizens Advice Bureaux), which provides a framework for standards of advice and casework management as well as monitoring progress against standards. Operating policies are independently determined by the board in order to fulfil its charitable objects and comply with the national membership requirements.

# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

### TRUSTEES' REPORT (CONTINUED)

#### FOR THE YEAR ENDED 31 MARCH 2023

The Chief Officer of the organisation, who is highly capable and experienced, and provides strong leadership to the team, has been appointed by the trustees to manage the day-to-day operations of the charity. During the year the board approved the recruitment of a Deputy Chief Officer to provide additional focus on fundraising and business development. In addition, there is an experienced team of paid staff and volunteers who work to deliver the services offered by the charity. Key role succession planning remains an area of focus, linked to development and deployment of the organisation's service model and longer-term sustainability.

The senior management team meet to review performance against targets and the charity's financial position, and to progress matters referred to them by the trustee board. Reports and recommendations are then taken to the full board for approval, and implementation is organised by the Chief Officer and staff team. There are regular staff, volunteer and management team meetings which focus on performance, communication, and teambuilding. The capacity and skills of the management team are kept under regular review by the board.

There is an Annual General Meeting, which involves the staff team, trustee board, members, and other stakeholders.

In the face of increasing client demand from the cost-of-living crisis, the trustees have paid close attention to whether the service has an appropriate organisational structure to deliver client support in the most cost-effective way. While no structure changes were appropriate during the financial year covered by this report, a full review of the service's operating model and organisational structure is taking place in 2023 – see Future Plans below.

The expert and quality service delivered by the team of fully trained paid and volunteer staff is vital, not least to meet the many demands now being generated by the cost-of-living crisis, as well as changing welfare benefits laws, lengthy appeal processes, increasing mental health support needs and the rising and more complex needs of marginalised clients. Meeting ever-increasing demand remains a particular challenge that trustees continue to work with management to resolve. Trustees have a strategic aim to "make Citizens Advice Rushmoor a great, safe and inclusive place to work and volunteer." They recognise the importance of giving the right support to staff who are consistently dealing with crisis situations for people, and work to ensure flexibility and progression for volunteers. The service is proud of the strong mix of age, background, and ethnicity in the team, with an inclusive approach to ensure equity and diversity across both paid staff and volunteers.

#### **Pay and Remuneration of Key Management Personnel**

The board considers that the trustees (all volunteers) and the senior management team comprise the key management personnel of the charity. The charity's senior management team are all paid in accordance with a published remuneration policy and scale of grades reflecting levels of responsibility. Any increases to these grades are approved by the board. The Chief Officer's salary is reviewed and approved by the board separately but is in line with the policy set out above.

#### **Governance**

The trustees have followed the Citizens Advice Code of Conduct and are fully aware of their legal, regulatory, and governance responsibilities. Reporting requirements to the Charity Commission, FCA, and Companies House have been met and trustees have undertaken mandatory training as outlined above.

The board pays particular attention to the key trustee responsibilities outlined by the Charity Commission:

- Ensure your charity is carrying out its purposes for the public benefit.
- Comply with your charity's governing document and the law.
- Act in your charity's best interests
- Ensure your charity is accountable.
- Manage your charity's resources responsibly.
- Act with reasonable care and skill

Reviews of board effectiveness are undertaken, based on the Charity Governance Code, to identify areas of strength and those where further development is needed. The board adopts a continuous improvement approach to its own performance and will continue to identify priorities for further action during the coming year.

Trustees take responsibility for quarterly reviews of designated areas of the business plan and risk register, identifying emerging risks and instigating action to mitigate those risks, and linking with key staff to review plan delivery and report progress to board meetings.

# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

### TRUSTEES' REPORT (CONTINUED)

#### FOR THE YEAR ENDED 31 MARCH 2023

In addition to the 'lead role' structure mentioned above there are three formal Committees, which have appropriate terms of reference and report to the full board.

An Executive Committee comprising the Chair, Vice-Chair, Treasurer, Health, Safety and Wellbeing Chair, Chief Officer, and Deputy Chief Officer meets quarterly, with an annual meeting to review staff pay awards, in line with the remuneration policy.

An Audit and Risk Committee maintains oversight of governance, compliance, financial audit, and risk management. A Health, Safety and Wellbeing Committee oversees Health and Safety obligations, together with business continuity planning, business resilience, and staff and volunteer wellbeing.

### OBJECTIVES AND ACTIVITIES

#### Aims and Objectives

The charity's purposes, as set out in the objects contained in the Company's Memorandum of Association, are to promote any charitable purpose for the benefit of the whole community of Rushmoor and surrounding areas by the advancement of education, the protection of health and the relief of poverty, sickness and distress.

As part of the national Citizens Advice network, Citizens Advice Rushmoor aims to:

- Give people the knowledge and confidence they need to find their way forward – whoever they are and whatever their problem.
- Improve the policies and practices that affect people's lives.

The charity values diversity, promotes equality and challenges discrimination; it puts clients at the heart of all its activities.

#### Ensuring our work delivers our aims

Trustees review aims, objectives and activities each year. The annual review examines achievements and outcomes, including the success and benefits of key projects. In carrying out the review trustees confirm that the aims, objectives and activities are in line with the charity's stated purpose.

Planned outcomes for 2022-23 were:

- **Advice**  
We will improve people's experience of our service by meeting more demand and making sure that people can access us in ways that suit them, without compromising our commitment to the most vulnerable members of our community.
- **Advocacy**  
We will become an even stronger voice on issues that matter most by enhancing our research and campaigns activity, engaging more with our community and our stakeholders, and communicating more widely to increase our profile.
- **Sustainability**  
We will improve the sustainability of services for our clients by developing our capability to diversify and increase our funding, collaborating with our partners and other local Citizens Advice teams.
- **People and Culture**  
We will deliver a service with equity, diversity, and inclusion at its heart by engaging and developing our people.

#### How our activities deliver public benefit

The service's main activities are described in the Achievements and Performance section below. All 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.

Citizens Advice Rushmoor operates from two main centres in Aldershot and Farnborough, providing free, independent, impartial, and confidential advice to its clients. Advice is delivered by phone, on-line, email and face-to-face at different locations. Ranging from brief one-off interventions to in-depth casework, the service is tailored to meet individual needs.

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# RUSHMOOR CITIZENS ADVICE BUREAUX

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### TRUSTEES' REPORT (CONTINUED)

#### FOR THE YEAR ENDED 31 MARCH 2023

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In 2020 the service celebrated its 80th year in Aldershot, at last managing to celebrate this event in 2022, two years late due to the pandemic. The service is a constant presence in the face of change, giving a unique insight into the challenges the community is facing today – and having the flexibility to stay ahead and remain relevant in the light of future change.

It works in partnership with the local authority and key agencies to make sure local needs are met. It recognises the significant diversity of the local population and works to address known areas of deprivation. It also undertakes research and campaigns activity to identify and report on issues that impact people, with a view to influencing local and national decision makers to improve policy and legislation. This is done through shared national systems as well as undertaking local research and partnership work.

It provides support for clients with mental illness through its core service, at mental health settings, in the community and in partnership with NHS teams, local services and charities.

Citizens Advice Rushmoor is one of 16 local Citizens Advice offices to deliver the national Pension Wise service, giving expert advice and guidance to help people understand their pension options. Since the pandemic this important service has been principally delivered by phone.

In addition, the service works directly and with local partners to deliver a range of projects to support different sections of the community, including vulnerable clients and, specifically, the significant Nepali community and the newly arriving Ukrainian community.

#### **Future Plans**

The service constantly reviews its plans and activities considering national and local pressures and challenges. The previous business and development plan has been updated to cover the period 2023-2025. A refreshed organisational strategy and supporting operational plan have been reviewed and adopted by the full board, responding to the changing needs of clients, funders, and partners. The overarching strategic aim is to ensure the service is accessible, relevant, and sustainable for everyone who needs it.

The plans use up to date research and data insights to provide context and outline the strategy and direction for Citizens Advice Rushmoor. They are rooted in a wealth of local knowledge, data, and consultations, with consistent input from trustees and operational staff across the organisation. They also draw upon the national Citizens Advice strategy and 2023/24 priorities.

The service's clients and community are at the heart of all it does. Evidence of the past impact of austerity on vulnerable local people, along with current increasing demand caused by the cost-of-living crisis, gives urgency to finding new ways to meet client needs. The importance of maintaining sustainability and resilience as an organisation, both to continue to support clients, and to address future challenges and opportunities, cannot be overstated.

Technological developments, will support delivery of services in new ways, recognising the diverse range of needs for advice, support and information, and the requirement to reach more people.

Strategic priorities for 2023-25 are:

#### **Advice**

Improve client experience and increase accessibility for those who are marginalised, delivering our service in ways that result in more clients getting the support they need and experiencing positive outcomes; and increasing our commitment to the most marginalised members of our community and those digitally excluded.

#### **Advocacy**

Become an even stronger voice on issues that matter most - increasing our research and campaigns focus, engaging with our community, influencing policy, and effectively communicating the work we do.

#### **Sustainability**

Improve our organisational sustainability - increasing our financial sustainability through increasing income and reducing costs; working collaboratively with funders and with internal and external partners.

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# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

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### TRUSTEES' REPORT (CONTINUED)

#### FOR THE YEAR ENDED 31 MARCH 2023

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#### **People**

Make Citizens Advice Rushmoor a great, safe, and inclusive place to work and volunteer.

#### **Operational Environment**

The cost-of-living crisis is causing significant increases in demand, with more clients presenting with complex needs. Meeting this demand is a key operational challenge with evidence of a perfect storm of rising demand at the same time as reducing financial resources.

Accordingly, there is a critical imperative to sustain and enhance new ways of working, together with adopting a multi-channel strategy using phone, chat, email, and video to increase access for clients. "In person" appointments for clients unable to get the help needed by phone or digital services, will continue to be achieved in a secure environment.

There have been and continue to be concerns about access to advice for marginalised clients, including minority groups, e.g., members of the Nepali community, and projects have been established to continue to meet the needs of people facing barriers to advice.

There is no doubt that the overall operating environment for Citizens Advice is the most challenging that has been seen for a long while. Trustees are focusing their attention on the future strategy and sustainability of the service, and how they can work with the operational team to offer the best service levels possible.

In view of this, a critical activity during 2023 will be a full review and restructure of the service's operating model – aimed at ensuring clients are given the knowledge, resources and support needed to overcome challenges, make informed decisions, and find a way forward. This review is underway at the time of production of this Trustees Report, with stated aims to ensure the service:

- Puts our clients at the heart of everything we do.
- Delivers services in a streamlined and joined up way, with a focus on quality.
- Provides flexibility to respond to differing levels of client need.
- Welcomes and supports our people effectively - both volunteer and paid – with opportunities for progression and development.
- Is resilient and sustainable, now and in the future, with the ability to exploit new development opportunities.
- Responds positively to challenges of capacity and demand management.
- Embraces innovation and change.

#### **Volunteers**

As already mentioned, service delivery is highly dependent on volunteers – who bring a wealth of experience and strength to the organisation as a whole. Pre-pandemic the service was fortunate to have over 100 volunteers, however, the changing operating environment, including requirements to work digitally, volunteer numbers reduced significantly, with particular loss of some of more experienced team members. A focused drive on volunteer recruitment is beginning to bear fruit, with new recruits and trainees bringing active volunteer numbers to over 60. Training and progression of volunteers takes time, with consequent impact on overall capacity of the service.

A new volunteer "Welcome Team" to enable the offices to open to in person walk ins, marked an important development, with the new role enabling volunteers to support service delivery almost from day one.

Volunteers work a variety of hours, ranging from 4 to 12 hours per week – occasionally more. This averages out at approximately 3,000 volunteer hours freely given during the financial year, equating to a financial value of £418,216. This calculation uses nationally set scales equating the nature of the work undertaken with salary benchmarks.

#### **Risk and internal controls**

Trustees are responsible for the effective management of risk and for making sure that internal controls are in place and operating as designed.

The Trustee Board has adopted a risk management strategy. Risk owners regularly review risks to assess the likelihood, impact and relevance of risks, the plans for managing them and adequacy of those plans.



# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

### TRUSTEES' REPORT (CONTINUED)

#### FOR THE YEAR ENDED 31 MARCH 2023

A robust system of internal financial controls is operated, which is compliant with charity commission guidance and good practice. Trustees agree annual budgets and review quarterly financial reports.

The Trustees identified the following as the key risks and uncertainties likely to affect medium and long-term service delivery and financial performance or position:

**Funding** - securing long term funding to maintain and deliver the service remains a challenge and is critical in terms of long-term sustainability and survival. Reliance on core funding from Rushmoor Borough Council, which saw a 10% reduction in its general grant for the 2022 – 2023 financial year and a further 10% cut confirmed for the forthcoming year, remains a key risk and creates a significant divergence between funding available and the cost of delivering the service. The board has developed a funding policy to investigate broadening its approach to income generation and building unrestricted income as well as creating designated reserves to invest in a Deputy Chief Officer role to support fundraising and business development efforts. As outlined above, after the end of the reporting period, in August 2023, the Trustee Board launched a restructuring of the operating model, supported by the national Citizens Advice Strategic Change Consultant team, to optimise service delivery, manage the cost base and ensure Citizens Advice Rushmoor's longer term financial sustainability.

**People** - attracting, engaging, and retaining talent as well as maintaining and increasing the volunteer base are critical to the continued delivery of the service. The service's People Plan includes key activities around recruitment and retention of paid staff, including engagement activities, training and development, and annual reviews of remuneration, and terms and conditions. The service operates a continuous programme of recruitment of volunteers, which is flexible and responsive to new volunteering roles and remote working opportunities. A volunteer strategy has been developed to provide an effective and sustainable basis for ongoing recruitment, training, and retention of volunteers.

#### ACHIEVEMENTS AND PERFORMANCE

During 2022/23 the team has worked consistently and positively to meet changing needs, as well as adapt to the new, post-covid, operating environment. As part of our strategic commitment to meeting the needs of those most in need of our support and advice, we have developed some important partnerships, most significantly with the Community Grub Hub. As part of a wider "wraparound" service, this partnership is enabling engagement and practical support with issues ranging from fuel poverty to homelessness prevention.

Energy advice has, inevitably, emerged as a key theme through the year, with over £60,000 of grants being allocated by Citizens Advice to local people in Rushmoor, via Hampshire's Household Support Fund. This work has helped us engage more closely with a range of community organisations, as well as libraries, local Councillors and Nepali speaking groups. Our Cost of Living in Rushmoor research report and launch in March was the result of a key project supported by Rushmoor Borough Council, identifying specific pressures experienced in the local community – as well as, importantly, actions needed to mitigate and support those affected. Cost of Living pressures, and the pledges arising from our "Call to action" event, continue to drive and inform our work across all our projects and activities.

Whilst contact by phone remains the primary method our clients seek our help, and is therefore a priority for our service delivery, we committed to reopen our doors for in person walk ins. This is recognised as a really important way for more vulnerable people to engage with us. Sadly, people in crisis, and the need for urgent energy and food grants, have dominated a lot of the walk-in activity.

Increased project funding for our mental health focused work, as well as our Domestic Abuse project and wider activities, reflects the value and impact of the charity as a whole. Our Pension Wise team continues to deliver a very high quality and highly valued service – also seeing increased demand as a result of economic pressures. A summary of our financial impact is given in the following table. This does not include the huge value of our volunteers (shown above) who bring enormous indirect benefits as well, not least to our independence, diversity and the range of experience we can draw upon within our team.

The table below shows the breakdown of the different issues seen – this data has been extremely valuable to our partners, particularly in the NHS and Rushmoor Borough Council, where it is published quarterly at ward level and in other formats, to give granular feedback, actively used to target activity - and focus help where it is most needed.

#### Breakdown of Advice Issues in 2022/23

Last year, Citizens Advice Rushmoor helped 9,920 people with 32,744 issues, through 25,924 activities in 9,777 cases.

# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

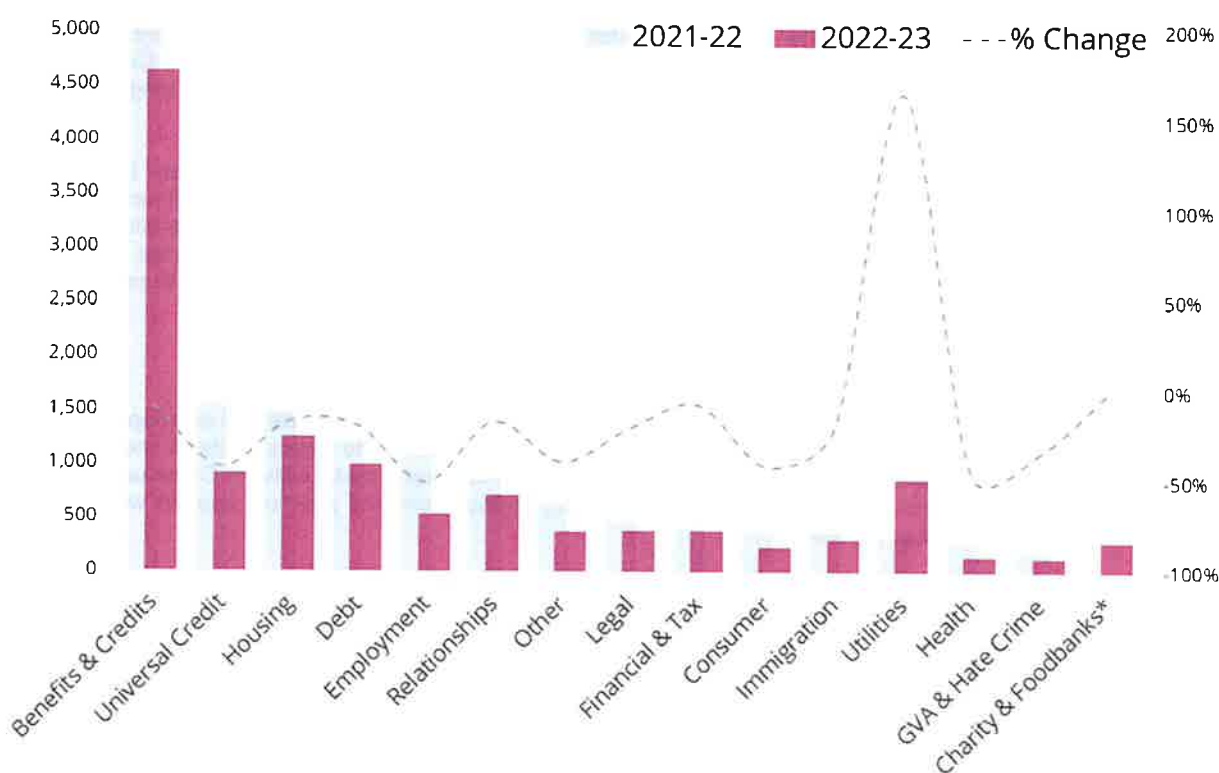
### TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

From money and pension savings guidance to scams and domestic abuse.

The chart below shows the distribution of advice issues across the different categories of the work we do, excluding the 20,587 financial issue codes recorded by the Pension Wise service.

Comparisons with the previous year show reductions in activity in some areas. The lower number of Universal Credit issues reflect the loss of the "Help to Claim" national project from our local service; in other areas lower numbers reflect the overall reduced capacity in our paid and volunteer workforce. We know that demand for all services remains high, with significant levels of unmet need. Increases in energy advice are a direct response to the high level of fuel poverty for local people, with additional work undertaken to ensure appropriate and targeted help is given.



#### Direct and Indirect Value of Advice

The table below uses directly recorded data from advice given, as well as a Treasury approved model to calculate public value and fiscal savings, provided through our national Citizens Advice network.

Direct and Indirect Value of Advice 2022/23	
<b>Benefits:</b> an average of £6,424 per client, including 220 one-off awards totalling £338,542 the total value of benefits advice was.	£4,141,026
<b>Debt:</b> 319 clients with debt issues 74% of which were resolved – average of £13,558 debts written off per client (49), with a further 33 clients having £62,893 of payments rescheduled	£662,417
<b>Housing:</b> savings to our local authority purely by preventing homelessness. In addition, £247,650 of savings to housing providers and £10,015 to the courts system.	£112,193
<b>Fiscal savings</b> to Government and non-governmental agencies	£1,625,550
<b>Public value</b> of the benefit of our advice to society as a whole	£24,314,125
<b>Client outcomes</b> including the benefit and debt outcomes above	£5,659,335
<b>Total of Fiscal Savings, Public Value and Client Outcomes:</b>	£31,599,010

# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

### TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

These figures are not included in the financial statements.

#### FINANCIAL REVIEW

##### a. Results

Income in the year amounted to £939,863 with expenditure of £952,320. The results for the year and the charity's financial position at the end of the year are shown in the attached financial statements. The financial statements have been prepared in accordance with the Companies Act 2006 and the Financial Reporting Standard applicable in the UK and Republic of Ireland (SORP); and comply with the charity's Memorandum and Articles of Association.

##### b. Principal Funding Source

Rushmoor Borough Council are a principal funder and in addition to the direct financial grant and rent detailed in the financial statements, they also provide much appreciated help in kind, in the form of car parking concessions, meeting rooms and other informal support for services.

In the context of the volatile, complex, and uncertain operating environment the Board continues to recognise the importance of maintaining diverse funding and ensuring a flexible response to opportunities and challenges.

##### c. Going Concern

The financial statements as of 31 March 2023 were prepared on a going concern basis. In performing the going concern assessment, the Trustees have considered Citizens Advice Rushmoor's ability to continue to deliver service to its clients; the increase in client demand for services; the capacity of staff and volunteers to perform their roles; current and future funding sources; cash position; and available reserves.

Based on this assessment, the Trustees concluded and were satisfied that the charity has adequate resources to continue in operational existence for the foreseeable future and that Citizens Advice Rushmoor remains a going concern.

For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

##### d. Investment Policy and Performance

Regular reviews of investment of reserves are undertaken by the Treasurer and Finance Manager, to ensure the most favourable return for the charity. Reserves and running costs are split between Scottish Widows and Royal Bank of Scotland.

##### f. Reserves Policy

The Trustees recognise the need to maintain reserves to ensure Citizens Advice Rushmoor meets its statutory and contractual obligations, following Charity Commission guidance and best practice. The Reserves Policy is reviewed annually and updated in a report to Trustee Board meetings. Trustees aim to actively manage reserves, recognising the changing operating environment.

The Reserves Policy recognises the need to hold financial reserves to ensure that the charity can continue to operate and meet the needs of clients in the event of unforeseen and potentially financially damaging circumstances arising. This includes recognition of areas such as staff redundancies; sickness cover; uninsured losses and late payment by funders. The policy defines a minimum level for unrestricted reserves. Designated reserves, which form part of unrestricted reserves, are allocated through periodic review of requirements.

Reserves as of 31 March 2023 total £330,986 being £280,399 unrestricted reserves (excluding designated reserves), £50,000 designated reserves and £586 restricted reserves. £50,000 is designated for the employer's cost of the Deputy Chief Officer (DCO) for 2023/24, which, is an investment made to generate new funding streams and business development opportunities, with initial results in line with expectations.

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# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

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### TRUSTEES' REPORT (CONTINUED)

#### FOR THE YEAR ENDED 31 MARCH 2023

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The Board considers that free reserves (defined as unrestricted reserves less tangible fixed asset less designated reserves) should be maintained at a minimum amount equivalent to three months of the current year's expenditure, and results meet this policy. The board considers that the current level is adequate to support current and anticipated levels of activity, to enable it to respond to opportunities and to provide for emergencies.

#### **MEMBERS' LIABILITY**

The Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

#### **SMALL COMPANY PROVISIONS**

This report has been prepared in accordance with the special provisions relating to companies subject to the small company regime within Part 15 of the Companies Act 2006.

#### **TRUSTEES' RESPONSIBILITIES STATEMENT**

The trustees are responsible for preparing the Trustees' Report and the financial statements. Company law requires the trustees to prepare statements for each financial year, to give a true and fair view of the state of affairs of the charitable company – as well as the incoming resources and application of resources - including the income and expenditure of the charity for that period.

Trustees must:

- select suitable accounting policies and apply them consistently,
- observe the methods and principles in the charities' statement of recommended practice (SORP)
- make reasonable and prudent judgments and estimates.
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for ensuring proper accounting records are kept. The records must disclose with reasonable accuracy, at any time, the financial position of the charitable company and the trustees must make sure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

Trustees must safeguard the assets of the charitable company and take reasonable steps to prevent and detect fraud and other irregularities.

#### **DISCLOSURE OF INFORMATION TO AUDITORS**

We, the Trustees of the company who held office at the date of approval of these Financial Statements as set out above each confirm, so far as we are aware, that:

- There is no relevant audit information of which the company's auditors are unaware; and
- We have taken all the steps that we ought to have taken as Trustees in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

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# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

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### TRUSTEES' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2023

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#### AUDITOR

Under section 487(2) of the Companies Act 2006, Menzies LLP will be deemed to have been reappointed as auditors 28 days after these financial statements were sent to members or 28 days after the latest date prescribed for filing the accounts with the registrar, whichever is earlier.

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



.....  
**Mr Andrew Levey**

Chair

Date: 19/09/2023

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# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

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**MENZIES**  
BRIGHTER THINKING

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## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF RUSHMOOR CITIZENS ADVICE BUREAUX

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### Opinion

We have audited the financial statements of Rushmoor Citizens Advice Bureaux (the 'charity') for the year ended 31 March 2023 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

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### INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF RUSHMOOR CITIZENS ADVICE BUREAUX (CONTINUED)

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#### **Opinion on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

#### **Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

#### **Responsibilities of trustees**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

### INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF RUSHMOOR CITIZENS ADVICE BUREAUX (CONTINUED)

#### Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- The charitable company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation. We determined that the following laws and regulations were most significant including FRS 102, Charities SORP, Companies Act 2006, Charities Act 2011 and compliance with the National Citizens Advice Bureaux policies. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.
- We understood how the charitable company is complying with those legal and regulatory frameworks by, making inquiries to management, those responsible for legal and compliance procedures and the company secretary. We corroborated our inquiries through our review of board minutes.
- The engagement partner assessed whether the engagement team collectively had the appropriate competence and capabilities to identify or recognize non-compliance with laws and regulations. The assessment did not identify any issues in this area.
- We assessed the susceptibility of the charitable company's financial statements to material misstatement, including how fraud might occur. We considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following areas; management override of controls to manipulate results, or to cause the charitable company to enter into transactions not in its best interests.

Audit procedures performed by the engagement team included:

- Identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud;
- Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
- Challenging assumptions and judgments made by management in its significant accounting estimates; and
- Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' report.



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# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

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### INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF RUSHMOOR CITIZENS ADVICE BUREAUX (CONTINUED)

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#### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:  
  
634F24DE92A4471...

**Janice Matthews FCA (Senior statutory auditor)**

for and on behalf of

**Menzies LLP**

Chartered Accountants

Statutory Auditor

Centrum House

36 Station Road

Egham

Surrey

TW20 9LF

Date: 20-Sep-2023

# RUSHMOOR CITIZENS ADVICE BUREAUX

(A company limited by guarantee)

## STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2023

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
<b>Income from:</b>					
Grants	3	473,776	464,365	938,141	1,084,420
Investments	4	1,722	-	1,722	336
<b>Total income</b>		<b>475,498</b>	<b>464,365</b>	<b>939,863</b>	<b>1,084,756</b>
<b>Expenditure on:</b>					
Charitable activities		480,615	471,705	952,320	1,109,783
<b>Total expenditure</b>		<b>480,615</b>	<b>471,705</b>	<b>952,320</b>	<b>1,109,783</b>
<b>Net expenditure</b>		<b>(5,117)</b>	<b>(7,340)</b>	<b>(12,457)</b>	<b>(25,027)</b>
Transfers between funds	13	(2,586)	2,586	-	-
<b>Net movement in funds</b>		<b>(7,703)</b>	<b>(4,754)</b>	<b>(12,457)</b>	<b>(25,027)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		338,102	5,341	343,443	368,470
Net movement in funds		(7,703)	(4,754)	(12,457)	(25,027)
<b>Total funds carried forward</b>		<b>330,399</b>	<b>587</b>	<b>330,986</b>	<b>343,443</b>

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

The notes on pages 19 to 33 form part of these financial statements.

# RUSHMOOR CITIZENS ADVICE BUREAUX

(A company limited by guarantee)  
REGISTERED NUMBER: 04354628


## BALANCE SHEET AS AT 31 MARCH 2023

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	10	24,012	17,584
		<u>24,012</u>	<u>17,584</u>
<b>Current assets</b>			
Debtors	11	32,676	31,618
Cash at bank and in hand		421,614	480,014
		<u>454,290</u>	<u>511,632</u>
Creditors: amounts falling due within one year	12	(147,316)	(185,773)
<b>Net current assets</b>		<u>306,974</u>	<u>325,859</u>
<b>Total assets less current liabilities</b>		<u>330,986</u>	<u>343,443</u>
<b>Total net assets</b>		<u>330,986</u>	<u>343,443</u>
<b>Charity funds</b>			
Restricted funds	13	587	5,341
Unrestricted funds	13	330,399	338,102
<b>Total funds</b>		<u>330,986</u>	<u>343,443</u>

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.

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

  
.....  
**Andrew Levey**  
Chair

Date: 19/09/2023

The notes on pages 19 to 33 form part of these financial statements.

# RUSHMOOR CITIZENS ADVICE BUREAUX

(A company limited by guarantee)

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	2022 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	(39,403)	46,240
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	(18,997)	(9,628)
<b>Net cash used in investing activities</b>	(18,997)	(9,628)
<b>Cash flows from financing activities</b>		
<b>Net cash provided by financing activities</b>	-	-
<b>Change in cash and cash equivalents in the year</b>	(58,400)	36,612
Cash and cash equivalents at the beginning of the year	480,014	443,402
<b>Cash and cash equivalents at the end of the year</b>	<b>421,614</b>	<b>480,014</b>

The notes on pages 19 to 33 form part of these financial statements

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# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

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#### 1. General information

Rushmoor Citizens Advice Bureaux is a charitable company limited by guarantee incorporated in England and Wales. The address of the registered office is disclosed on the company information page.

#### 2. Accounting policies

##### 2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement 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) (2nd Edition, effective January 2019), "Charities SORP" and Companies Act 2006.

Rushmoor Citizens Advice Bureaux 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 Company status

The Charity is a company limited by guarantee. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

##### 2.3 Going concern

The Trustees believe that the charity has sufficient resources to continue its operations from at least twelve months from the date of approval of these financial statements. The accounts are accordingly prepared on the Going Concern basis.

##### 2.4 Income

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

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of meeting any performance related conditions there is not unconditional entitlement to the income and its recognition is deferred and included in creditors as deferred income until the performance-related conditions are met. Where entitlement occurs before income is received, the income is accrued.

Donated services or facilities are recognised when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the charity of the item is probable and the economic benefit can be measured reliably.

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the Charity which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

##### 2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

#### 2. Accounting policies (continued)

##### 2.5 Expenditure (continued)

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management carried out at Headquarters. Governance costs are those incurred in connection with the constitutional and statutory requirements of the charity.

Irrecoverable VAT is charged against the expenditure heading for which it was incurred.

##### 2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

##### 2.7 Tangible fixed assets and depreciation

Assets costing more than £500 are capitalised. Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of the asset, less their estimated residual value, over their expected useful lives on the following bases:

Depreciation is provided on the following basis:

Office and Computer equipment	-	33% per annum on cost
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##### 2.8 Financial instruments

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

##### 2.9 Pensions Costs

Contributions to the defined contribution scheme are charged to the Statement of Financial Activities as incurred.

##### 2.10 Support Costs

Costs are allocated between direct and support costs in proportion to time spent by employees.

##### 2.11 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 charity 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 to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity 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.

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

# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

#### 3. Income from donations and legacies

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
<b>Donations</b>				
Donations	459	-	459	560
<b>Grants</b>				
Rushmoor Borough Council (funding grant)	199,958	-	199,958	222,175
Rushmoor Borough Council (rent and rates)	52,902	-	52,902	52,902
Pension Wise	-	369,196	369,196	365,066
Frimley CCG	134,230	-	134,230	112,577
Broadhurst Trust	33,536	-	33,536	27,402
Joining Forces For Families	-	-	-	9,545
OPCC	-	24,000	24,000	32,000
Help to Claim	-	-	-	41,265
The Brain Tumour Charity	26,079	-	26,079	20,230
Citizens Advice Hampshire Including Healthwatch Hampshire	2,200	-	2,200	-
Miscellaneous funding	718	-	718	23,716
Armed Forces Covenant Fund	-	29,250	29,250	29,250
Kickstart	-	2,089	2,089	35,925
BEIS Capacity Building	3,260	-	3,260	17,000
BEIS Innovation Community	-	-	-	8,333
Money Advice and Pension Service	-	-	-	35,760
Reaching People Together	-	(794)	(794)	45,000
HCC Get Going	15,000	-	15,000	-
HCC Communities First	-	-	-	5,625
Overcoming Barriers	-	23,800	23,800	-
Cost of Living Research	-	4,627	4,627	-
Armed Forces Covenant 2	-	8,333	8,333	-
Household Support Fund	5,434	1,500	6,934	-
Outreach	-	2,364	2,364	-
	473,776	464,365	938,141	1,084,331
Grants	-	-	-	89
	473,776	464,365	938,141	1,084,420
<b>Total 2022</b>	<b>474,821</b>	<b>609,599</b>	<b>1,084,420</b>	

# RUSHMOOR CITIZENS ADVICE BUREAUX

(A company limited by guarantee)

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

### 4. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Bank interest receivable	1,722	1,722	336
<i>Total 2022</i>	336	336	

### 5. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £	Total funds 2022 £
Charitable activities	845,515	106,805	952,320	1,109,783
<i>Total 2022</i>	983,378	126,405	1,109,783	



# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

#### 5. Analysis of expenditure by activities (continued)

##### Analysis of direct costs

Allocation between direct and support costs is calculated based on the proportion of the time spent by employees allocated to direct and support costs. In 2023 the allocation between direct and support costs was 93/7 (2022: 92.5/7.5).

	Activities 2023 £	Total funds 2023 £	Total funds 2022 £
Staff costs	733,911	<b>733,911</b>	868,788
Rent, rates, light and heat	55,100	<b>55,100</b>	54,372
Insurance	4,818	<b>4,818</b>	4,259
Telephone	6,687	<b>6,687</b>	13,877
Printing, postage and stationery	3,977	<b>3,977</b>	3,213
Computer and equipment costs	3,415	<b>3,415</b>	4,085
Cleaning	631	<b>631</b>	-
Sundry	9,219	<b>9,219</b>	7,966
Training	2,939	<b>2,939</b>	5,149
Subscriptions and professional publications	7,906	<b>7,906</b>	9,337
Travel	1,508	<b>1,508</b>	877
Depreciation	11,577	<b>11,577</b>	11,455
Consultants costs	3,827	<b>3,827</b>	-
	<b>845,515</b>	<b>845,515</b>	983,378
<i>Total 2022</i>	<b>983,378</b>	<b>983,378</b>	

# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

#### 5. Analysis of expenditure by activities (continued)

##### Analysis of support costs

Allocation between direct and support costs is calculated based on the proportion of the time spent by employees allocated to direct and support costs. In 2023 the allocation between direct and support costs was 93/7 (2022: 92.5/7.5).

	<b>Activities 2023 £</b>	<b>Total funds 2023 £</b>	<i>Total funds 2022 £</i>
Staff costs	54,663	<b>54,663</b>	70,244
Rent, rates, light and heat	4,147	<b>4,147</b>	4,408
Insurance	363	<b>363</b>	345
Telephone	503	<b>503</b>	1,125
Printing, postage and stationery	145	<b>145</b>	434
Computer and equipment costs	257	<b>257</b>	329
Cleaning	48	<b>48</b>	-
Sundry	693	<b>693</b>	646
Training	221	<b>221</b>	418
Subscriptions and professional publications	595	<b>595</b>	757
Travel	113	<b>113</b>	71
Depreciation	871	<b>871</b>	929
Consultants costs	288	<b>288</b>	-
Governance costs	43,898	<b>43,898</b>	46,699
	<b>106,805</b>	<b>106,805</b>	126,405
<i>Total 2022</i>	<i>126,405</i>	<i>126,405</i>	

# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

#### 6. Governance costs

	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Auditor's remuneration	9,360	9,360	6,180
Accountancy fees	1,656	1,656	1,494
Staff costs	32,882	32,882	39,025
	<u>43,898</u>	<u>43,898</u>	<u>46,699</u>

Allocated governance costs are calculated at 4% of total staff and travel costs (2022: 4%).

#### 7. Auditors' remuneration

	2023 £	2022 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	9,360	6,180
Fees payable to the Charity's auditor in respect of:		
All non-audit services not included above	<u>1,656</u>	<u>1,494</u>

# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

#### 8. Staff costs

	2023 £	2022 £
Wages and salaries	735,824	884,500
Social security costs	62,616	64,387
Other pension costs	23,016	29,170
	<u>821,456</u>	<u>978,057</u>

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

	2023 No.	2022 No.
Employees	<u>37</u>	<u>43</u>

The average headcount expressed as full-time equivalents was:

	2023 No.	2022 No.
Employees	<u>27</u>	<u>33</u>

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

The remuneration and benefits received by key management personnel in the year totalled £108,742 (2022: £107,142) with employer's pension contributions of £5,437 (2022: £4,773).

#### 9. Trustees' remuneration

During the year no Trustees received any remuneration (2022: £ nil).  
During the year no Trustees received any benefit in kind (2022: £ nil).  
During the year no Trustees were reimbursed in the year (2022: nil).

# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

#### 10. Tangible fixed assets

	Office equipment £
<b>Cost or valuation</b>	
At 1 April 2022	74,333
Additions	18,997
At 31 March 2023	93,330
<b>Depreciation</b>	
At 1 April 2022	56,749
Charge for the year	12,569
At 31 March 2023	69,318
<b>Net book value</b>	
At 31 March 2023	24,012
At 31 March 2022	17,584

#### 11. Debtors

	2023 £	2022 £
<b>Due within one year</b>		
Trade debtors	666	2,678
Prepayments and accrued income	32,010	28,940
	32,676	31,618

# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

#### 12. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	2,484	3,049
Other taxation and social security	14,363	16,152
Other creditors	3,968	5,921
Accruals and deferred income	126,501	160,651
	<b>147,316</b>	<b>185,773</b>
	2023 £	2022 £
Deferred income at 1 April 2022	115,446	82,967
Resources deferred during the year	101,982	97,329
Amounts released from previous periods	(113,344)	(64,850)
	<b>104,084</b>	<b>115,446</b>

Deferred income for 2023 relates to grants and other income received in respect of future periods.

# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

#### 13. Statement of funds

##### Statement of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Designated Funds - all funds	-	-	-	50,000	50,000
<b>General funds</b>					
General Purpose Fund	338,102	475,498	(480,615)	(52,586)	280,399
<b>Total Unrestricted funds</b>	<b>338,102</b>	<b>475,498</b>	<b>(480,615)</b>	<b>(2,586)</b>	<b>330,399</b>
<b>Restricted funds</b>					
Pension Wise	-	369,196	(369,192)	(4)	-
OPCC	-	24,000	(30,128)	6,128	-
MoD Domestic Abuse Funding	6,487	-	(6,483)	(3)	1
Help to claim	-	-	-	-	-
Armed Forces Covenant	(1,146)	29,250	(31,972)	-	(3,868)
Kickstart	-	2,089	(3,348)	1,259	-
BEIS Capacity Building	-	-	-	-	-
BEIS Innovation Funding	-	-	-	-	-
Money Advice & Pension Service	-	-	-	-	-
Domestic Abuse & Sexual Violence (PCC)	-	-	1,121	(1,121)	-
Reaching People Together	-	(794)	2,291	(1,497)	-
Overcoming Barriers	-	23,800	(22,535)	(1,265)	-
Outreach Projects	-	2,364	(1,371)	(993)	-
Household Support Fund	-	1,500	(582)	(918)	-
Cost of Living Research	-	4,627	(5,627)	1,000	-
Armed Forces Covenant	-	8,333	(3,879)	-	4,454
	<b>5,341</b>	<b>464,365</b>	<b>(471,705)</b>	<b>2,586</b>	<b>587</b>
<b>Total of funds</b>	<b>343,443</b>	<b>939,863</b>	<b>(952,320)</b>	<b>-</b>	<b>330,986</b>

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# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

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### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

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#### 13. Statement of funds (continued)

The General Purposes Fund represents free funds of the Charity which are not designated for a particular purpose other than to meet the obligations set down in the reserves policy included in the Trustees' Annual Report.

Pension Wise Fund has been received to provide Pensions Guidance within the area designated to be covered by the Charity.

OPCC Fund has been received as part of project to prevent scams and raise awareness of Hate Crime.

MoD Domestic Abuse Fund has been received as part of continuation of a project to provide a Nepali Speaking Domestic Abuse worker.

Help to Claim Fund has been received as part of a national Department for Work and Pensions contract to support claims to Universal Credit to the point where the benefit is in payment.

Armed Forces Covenant Fund has been received to provide Domestic Abuse support and awareness. The shortfall on this fund is covered by the MoD Domestic Abuse Fund.

BEIS Capacity Building Fund has been received to increase capacity to meet additional service delivery needs as a result of Covid-19.

BEIS Innovation Fund has been received to find new ways to reach vulnerable clients disadvantaged by Covid-19 impact.

Money Advice & Pension Service Fund has been received increasing capacity for Money Advice through training additional staff.

The Domestic Abuse & Sexual violence (PCC) fund will reach out to vulnerable persons not currently accessing services, through extending our service to include an out of hours, own language and social media offer.

The Trustees have set aside an amount of £50,000 towards the new Deputy Chief Officer / Business Development role which commenced in March 2023.



# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

#### 13. Statement of funds (continued)

##### Statement of funds - prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Designated Funds - all funds	-	-	-	-	-
<b>General funds</b>					
General Purpose Fund	352,199	475,157	(476,963)	(12,291)	338,102
<b>Total Unrestricted funds</b>	352,199	475,157	(476,963)	(12,291)	338,102
<b>Restricted funds</b>					
Pension Wise	-	365,066	(365,539)	473	-
OPCC	2,837	32,000	(40,065)	5,228	-
MoD Domestic Abuse Funding	16,745	-	(10,258)	-	6,487
Help to claim	-	41,265	(41,310)	45	-
Armed Forces Covenant	(1,091)	29,250	(29,305)	-	(1,146)
Kickstart	-	35,925	(35,925)	-	-
BEIS Capacity Building	380	17,000	(16,977)	(403)	-
BEIS Innovation Funding	(2,924)	8,333	(8,334)	2,925	-
Money Advice & Pension Service	324	35,760	(40,107)	4,023	-
Domestic Abuse & Sexual Violence (PCC)	-	-	-	-	-
Reaching People Together	-	45,000	(45,000)	-	-
Overcoming Barriers	-	-	-	-	-
Outreach Projects	-	-	-	-	-
Household Support Fund	-	-	-	-	-
Cost of Living Research	-	-	-	-	-
Armed Forces Covenant	-	-	-	-	-
	16,271	609,599	(632,820)	12,291	5,341
<b>Total of funds</b>	368,470	1,084,756	(1,109,783)	-	343,443

# RUSHMOOR CITIZENS ADVICE BUREAUX

(A company limited by guarantee)

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

### 14. Analysis of net assets between funds

#### Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	24,012	-	24,012
Current assets	453,703	587	454,290
Creditors due within one year	(147,316)	-	(147,316)
<b>Total</b>	<b>330,399</b>	<b>587</b>	<b>330,986</b>

#### Analysis of net assets between funds - prior year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	17,584	-	17,584
Current assets	474,382	37,250	511,632
Creditors due within one year	(153,864)	(31,909)	(185,773)
<b>Total</b>	<b>338,102</b>	<b>5,341</b>	<b>343,443</b>

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

	2023 £	2022 £
Net expenditure for the year (as per Statement of Financial Activities)	(12,457)	(25,027)
<b>Adjustments for:</b>		
Depreciation charges	12,569	12,383
Increase in debtors	(1,058)	(1,320)
Decrease in creditors	(38,623)	60,204
<b>Net cash provided by/(used in) operating activities</b>	<b>(39,569)</b>	<b>46,240</b>

# RUSHMOOR CITIZENS ADVICE BUREAUX

## (A company limited by guarantee)

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

#### 16. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	421,614	480,014
<b>Total cash and cash equivalents</b>	<b>421,614</b>	<b>480,014</b>

#### 17. Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	480,014	(58,400)	421,614
	<b>480,014</b>	<b>(58,400)</b>	<b>421,614</b>

#### 18. Grants in kind

During the year the Charity received a grant in kind for the rent on two sites, Farnborough and Aldershot, from Rushmoor Borough Council; the Charity received 90% relief £52,902 (2022: £52,902) income against the rent expenditure of £58,780 (2022: £58,780).

#### 19. Taxation

Rushmoor Citizens Advice Bureaux has charitable status and is exempt from tax on its income and gains to the extent they are applied to its charitable objects.

#### 20. Related party transactions

The Charity has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the Charity at 31 March 2023.

#### 21. Post balance sheet events

Due to the availability of funding the charity has recognised the need to consider the structure around costs and as such subsequent to the year end staff were notified of these proposals and potential redundancies.

