

Report of the Trustees and
Audited Financial Statements
for the Year Ended 31st March 2021
for
Central and East Northamptonshire
Citizens Advice Bureau
(A Company Limited by Guarantee)

Cheney & Co
Statutory Auditor
310 Wellingborough Road
Northampton
NN1 4EP

Central and East Northamptonshire
Citizens Advice Bureau

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for the year ended 31st March 2021

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**Report of the Trustees
for the year ended 31st March 2021**

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

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charity's objects are to promote any charitable purpose for the benefit of the community in the local authority area of Central and East Northamptonshire by the advancement of education, the protection and preservation of health and the relief of poverty, sickness and distress. The purpose of the organisation is to ensure that individuals do not suffer through lack of knowledge of their rights and responsibilities or of the services available to them, or through an inability to express their needs effectively, and equally to exercise a responsible influence on the development of social policies and services both locally and nationally.

Significant activities

As well as its core general help advice service, the charity continues to provide a number of specialist case work services. Details of these services can be found in the "Movement in Funds" note in the Financial Statements.

Public benefit

Central and East Northamptonshire Citizens Advice has made reference to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing its aims and objectives and planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set for the organisation, thus ensuring public benefit continues to be delivered.

Volunteers

The charity makes significant investment in volunteers and volunteering with 32 volunteers working for the charity during the year, with the majority of these being in the core advice service, representing a total in excess of 16,000 hours of service provision. If monetised and assuming payment at the same rate as our paid advisers, and taking into account those volunteers who started or left part way through the year, the value of this volunteering commitment equates to some £198,744 per annum.

The Trustees are immensely grateful for the commitment of the volunteers and for their ongoing dedication to delivering the general help advice service. Their contribution to the well-being of the local population is outstanding.

Throughout the year, through changing lockdowns and levels of restriction, they continued to provide a high level of service to clients from their homes. Some volunteers also provided administrative support for projects and the general advice service.

**Report of the Trustees
for the year ended 31st March 2021**

STRATEGIC REPORT

Achievement and performance

Charitable activities

The principal activity of the charity continues to be the provision of a free, impartial service of information, guidance and support, and to exercise a responsible influence on the development of social policies and services both locally and nationally. The charity's public and campaign work covers a huge range of issues including consumer, debt, housing, benefits, immigration, employment, legal matters and health. Locally and nationally the charity works with policymakers, regulators, MPs, Local Government and service providers.

The charity has continued to expand and diversify its services and seen its overall income decrease by 6% in the year under review. Funding from traditional sources, in particular from the local Council Authorities, Northampton and Wellingborough, has reduced over recent years. To counter this, the charity now possesses a diverse portfolio of income to undertake special projects that have ensured that a greater range of services is available to clients and that it is also more able to seek out beneficiaries to whom to deliver prescribed services and activities. Notable funding sources either acquired or retained over the year include the Legal Aid Agency, Macmillan, Pension Wise, Universal Support: Help to Claim, University of Northampton Nationwide Community Grant Fund, The Access to Justice Foundation and the district or borough councils of Northampton and Wellingborough. Other funding sources were from the Multiple Sclerosis Society, Re:Store Northampton, and some energy projects: Energy Advice Programme, and Best Energy Savings Network.

In describing its activities, the charity takes great care in ensuring that both the number of beneficiaries it supports and the way in which they have been helped are accurately measured. Its main tool for measuring its work is Casebook, a database system provided through its membership of Citizens Advice. In recording clients and activities it is, therefore, constrained by the protocols that underpin a national scheme - this assures consistency across the network of local Citizens Advice and enables local data to be aggregated across the network on a regional or national level. Based on this reporting discipline the charity provided information, advice or casework services to 7,953 unique, documented clients during the year under review, covering a total of 23,792 issues. Such a measure does not include the many other people using services informally which the charity estimates to be an additional 2,170 individuals, nor does it include visitors accessing information on our website or engaging with our staff and volunteers at public events or training sessions. Processes for recording activity are subject to a range of assurance processes which give trustees, funders and partners confidence in these reports. We deliver advice to the Advice Quality Standard and specialist advice to the Specialist Quality Mark.

As a result of advice and assistance given to our clients, they have benefitted from financial entitlements totalling over £5.9 million during the year (2020: £3.5 million), as well as other amounts for debts written off, reimbursements and repayments rescheduled.

External challenges

Although CENCA did not receive funds from Northamptonshire County Council, our core advice services were funded during the year by the borough councils of Northampton and Wellingborough. The reorganisation by the national Government of local Government in Northamptonshire from a county, district and borough council structure to two unitary authorities will affect the way grants and/or contracts are awarded locally. The start date for the unitary authorities was postponed from 2020 to 2021, and the elections to the authorities took place in May 2021. This realignment has caused some uncertainty in what is to happen to support for the voluntary sector in Northamptonshire, although some council grants have been confirmed to continue into the following years. Discussions on how the unitary authorities will operate are ongoing.

Brexit has caused some investors and funders to reconsider their ability to fund new projects and to continue to support existing ones. This has meant that there is a competitive regime for bidding for new monies. Uncertainties created by the Coronavirus pandemic also meant that funding was difficult throughout the year: although some charitable organisations made funds available to cope with the pandemic, many established funding organisations changed their programmes to short term grants which has impacted on sustainability of projects across the sector. The Trustees have maintained a vigilance to ensure that advantage was taken when opportunities arose.

Fundraising activities

Contracts were extended or expanded with Universal Credit: Help to Claim, Pension Wise, Macmillan, University of Northampton, and a number of other funders supporting, for example, energy advice provision. Together with the continuation of other existing contractual arrangements, the organisation's income remained over £1 million for the year.

Financial review

Financial position and performance

In the reporting period the charity generated an operating surplus of £7,200 (2019-20: deficit £1,374) from a total income of £1,029,674 (2019-20: £1,100,389) and expenditure of £1,022,474 (2019-20: £1,101,763). At the year end the charity held funds of £234,351 of which £224,256 were unrestricted and £10,095 were restricted.

**Report of the Trustees
for the year ended 31st March 2021**

STRATEGIC REPORT

Financial review

Principal funding sources

Principal unrestricted funding sources included Northampton Borough Council £61,100 (2019-20: £75,100) and the Borough Council of Wellingborough £50,366 (2019-20: £40,366). These are the charity's traditional funding sources, now constituting only 10% of overall income. Remaining income is derived from a range of restricted and unrestricted funding sources, the largest of which during the period under review was provided by Universal Credit: Help to Claim - for supporting clients to access Universal Credit - and Pension Wise, for supporting the charity to provide the government's pension guidance service.

Investment policy and objectives

The charity does not hold material investments, other than cash investments held on deposit with the Co-Operative Bank and the charity's other bankers. As required in its Memorandum, in furtherance of its objects, and for no other purpose, the Charity has the power to invest the monies of the Charity not immediately required for its purposes into or upon such investments, securities or property as may be thought fit, subject nevertheless to such conditions and such consents as may for the time being be imposed or required by law.

Reserves policy

The trustees' policy is to hold a contingency of reserves (i.e. unrestricted funds less unrestricted fixed assets), representing the figure the trustees consider would be needed for the organisation to continue in the event of a major loss of funding. As a result of the restructuring during 2018, a revised policy was adopted, requiring a minimum holding of £150,000 of unrestricted reserves. The actual amount of accumulated fund held at 31.03.2021 was £234,351, and the trustees are committed to keeping this policy and its application under review.

Going concern

The Trustees have reasonable expectation that the Charity 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.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The main risk that the charity is subject to is that of significant cuts in funding, and the reserves policy is set in order to ensure operations are able to be maintained in the event of such a cut. The organisation has public, employer and professional indemnity insurance to protect it in case of a claim. Risks are reviewed at 6 to 8 weekly Finance and Risk Subcommittee meetings.

Future plans

The Charity was formed to facilitate a merger of two previously independent charities. Whilst growth has been a feature of recent years, there have been restructuring costs and the current year saw more of a plateau for resources and meant that the charity has spent time consolidating its position. The Trustees hope to return to growth but the prospect in a continuing pandemic remains uncertain. The Charity holds a reasonable number of funding sources, many of which it would reasonably expect to retain but in other cases they are known to be time-limited. Whilst the acquisition of new funding streams has continued it is not guaranteed and so the Charity's future plans necessarily include taking those steps to ensure resilience should total income decrease.

Our future plans will include income generation opportunities and the continued use of volunteers, with more consistent support provided and expectations placed on them across all parts of the Charity. Otherwise, the Charity will continue to provide the services required and seek to expand into additional areas of support now being required of the voluntary sector.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Charity is a Company Limited by Guarantee, having no share capital. It is also a registered charity. Trustees and managers operate under a deed of trust, and Memorandum and Articles of Association as defined by Companies Act 2006.

Recruitment and appointment of new trustees

Trustees, who are also Directors of the Company, are elected from the local community and must either reside or work in Northamptonshire. There is a formal recruitment and interview process managed by the Chair, supported by the Chief Officer, and a formal election process for Board appointments. A separate process agreed by the Trustee Board is followed for election of the Chair. No other persons or bodies external to the Charity are entitled to appoint persons to the Trustee Board.

**Report of the Trustees
for the year ended 31st March 2021**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

Central and East Northamptonshire Citizens Advice is governed by its Trustee Board which is responsible for setting the strategic direction of the organisation and the policy of the charity. The Trustees carry the ultimate responsibility for the conduct of the organisation and for ensuring that the charity satisfies its legal contractual obligations. Trustees meet as a minimum quarterly and delegate the day-to-day operation to the Chief Officer Mary Clarke.

Induction and training of new trustees

Trustees are interviewed following an open recruitment process, and according to the identified skills profiles required by the organisation. Upon election or appointment new Trustees are subject to a formal process of induction.

Wider network

The charity is part of the network of Citizens Advice across England and Wales. Each charity is a separate legal entity. Central and East Northamptonshire Citizens Advice is a member of Citizens Advice, the national membership body, which sets standards for the quality of advice and provides training, information systems and support to member organisations. Central and East Northamptonshire Citizens Advice also delivers projects and services in partnership with other local and national voluntary sector organisations and agencies for the benefit of service users.

Related parties

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

Remuneration of Key Personnel

Trustees have approved salary levels for the charity's key management. Key management personnel salary levels are set, based on a comparison against other, similar charities as well as consideration of levels of responsibility, number of direct reports and experience and qualifications.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

08434853 (England and Wales)

Registered Charity number

1151555

Registered office

7-8 Mercers Row
Northampton
Northamptonshire
NN1 2QL

Trustees

Susan B Hills Director
Carrick Ferguson Director (resigned 14.7.2020)
Ann Emmanuel Director (resigned 5.8.2021)
Ulric Gravesende Director
Sharon Stringer Director
Diana Belfon Director
Dinesh Kotecha Director
Richard Poole Director
Damian Pickard (appointed 6.5.2021)

Auditors

Paul Antony Sparks ACA FCCA
Chartered Accountant & Chartered Certified Accountant
Cheney & Co
Statutory Auditor
310 Wellingborough Road
Northampton
NN1 4EP

**Report of the Trustees
for the year ended 31st March 2021**

REFERENCE AND ADMINISTRATIVE DETAILS

Bankers

Co-Operative Bank
Business Direct
PO Box 250
Skelmersdale
WN8 6WT

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Central and East Northamptonshire Citizens Advice Bureau for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable 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 keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Cheney & Co, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 15th December 2021 and signed on the board's behalf by:

Susan B Hills - Trustee

Report of the Independent Auditors to the Members of
Central and East Northamptonshire
Citizens Advice Bureau (Registered number: 08434853)

Opinion

We have audited the financial statements of Central and East Northamptonshire Citizens Advice Bureau (the 'charitable company') for the year ended 31st March 2021 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, 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 (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 31st March 2021 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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Report of the Independent Auditors to the Members of
Central and East Northamptonshire
Citizens Advice Bureau (Registered number: 08434853)

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, 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.

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks applicable to the charity as well as the sectors in which it operates. We determined that the following laws and regulations were most significant: the Companies Act 2006, UK taxation laws, UK GAAP and Charities Act 2006.

We obtained an understanding of how the charity is complying with those legal and regulatory frameworks by making inquiries of management.

We have selected a performance materiality applicable to the audit of £13,500. A substantive approach to the testing of transactions and year end balances has been adopted because of the involvement of only a very small number of people in authorising transactions and recording them which is common in charities of this size. The substantive approach, together with initial and final analytical reviews which highlight significant areas for further audit investigation, is believed to give the highest level of probability of detecting material irregularities, including fraud.

Prior to commencement of the audit, staff were briefed on the risk assessment of the susceptibility the charity's financial statements have to material misstatement, including how fraud could occur.

At the completion stage of the audit the results of audit tests were re-examined to ensure that they were consistent with our knowledge of the client and did not warrant further investigation of transactions and balances.

We have assessed the susceptibility of the financial statements of the charity to material misstatement, including how fraud might occur. Audit procedures performed for the charity's accounts 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 the override of controls or other inappropriate influence over the financial reporting process;
- challenging assumptions and judgements made by the management in its significant accounting estimates;
- identifying and testing journal entries, in particular any journal entries posted with unusual account combinations; and
- assessing the extent of the compliance with the relevant laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Report of the Independent Auditors to the Members of
Central and East Northamptonshire
Citizens Advice Bureau (Registered number: 08434853)

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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Paul Sparks FCCA FCA (Senior Statutory Auditor)
for and on behalf of Cheney & Co
Statutory Auditor
310 Wellingborough Road
Northampton
NN1 4EP

15th December 2021

**Central and East Northamptonshire
Citizens Advice Bureau**

**Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the year ended 31st March 2021**

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	176	-	176	13,520
Charitable activities	4				
Access and casework		199,434	328,021	527,455	502,388
Utilities and Education		-	496,043	496,043	571,863
Investment income	3	5	-	5	231
Other income		5,995	-	5,995	12,387
Total		205,610	824,064	1,029,674	1,100,389
EXPENDITURE ON					
Charitable activities	5				
Access and casework		183,801	353,111	536,912	571,859
Utilities and Education		-	485,562	485,562	529,904
Total		183,801	838,673	1,022,474	1,101,763
NET INCOME/(EXPENDITURE)		21,809	(14,609)	7,200	(1,374)
Transfers between funds	14	(24,704)	24,704	-	-
Net movement in funds		(2,895)	10,095	7,200	(1,374)
RECONCILIATION OF FUNDS					
Total funds brought forward		227,151	-	227,151	228,525
TOTAL FUNDS CARRIED FORWARD		224,256	10,095	234,351	227,151

The notes form part of these financial statements

**Central and East Northamptonshire
Citizens Advice Bureau (Registered number: 08434853)**

**Statement of Financial Position
31st March 2021**

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
FIXED ASSETS					
Tangible assets	10	9,865	-	9,865	11,482
CURRENT ASSETS					
Debtors	11	63,146	-	63,146	100,698
Cash at bank and in hand		<u>205,691</u>	<u>10,095</u>	<u>215,786</u>	<u>153,222</u>
		<u>268,837</u>	<u>10,095</u>	<u>278,932</u>	<u>253,920</u>
CREDITORS					
Amounts falling due within one year	12	(54,446)	-	(54,446)	(38,251)
NET CURRENT ASSETS		<u>214,391</u>	<u>10,095</u>	<u>224,486</u>	<u>215,669</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>224,256</u>	<u>10,095</u>	<u>234,351</u>	<u>227,151</u>
NET ASSETS		<u>224,256</u>	<u>10,095</u>	<u>234,351</u>	<u>227,151</u>
FUNDS	14				
Unrestricted funds				224,256	227,151
Restricted funds				10,095	-
TOTAL FUNDS				<u>234,351</u>	<u>227,151</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 15th December 2021 and were signed on its behalf by:

Susan B Hills - Trustee

Damian Pickard - Trustee

The notes form part of these financial statements

Central and East Northamptonshire
Citizens Advice Bureau

Statement of Cash Flows
for the year ended 31st March 2021

Notes	2021 £	2020 £
Cash flows from operating activities		
Cash generated from operations 1	<u>67,059</u>	<u>(2,827)</u>
Net cash provided by/(used in) operating activities	<u>67,059</u>	<u>(2,827)</u>
Cash flows from investing activities		
Purchase of tangible fixed assets	<u>(4,500)</u>	-
Interest received	<u>5</u>	<u>231</u>
Net cash (used in)/provided by investing activities	<u>(4,495)</u>	<u>231</u>
Change in cash and cash equivalents in the reporting period	62,564	(2,596)
Cash and cash equivalents at the beginning of the reporting period	<u>153,222</u>	<u>155,818</u>
Cash and cash equivalents at the end of the reporting period	<u>215,786</u>	<u>153,222</u>

The notes form part of these financial statements

Central and East Northamptonshire
Citizens Advice Bureau

Notes to the Statement of Cash Flows
for the year ended 31st March 2021

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	7,200	(1,374)
Adjustments for:		
Depreciation charges	6,117	6,789
Interest received	(5)	(231)
Decrease in debtors	37,553	116,233
Increase/(decrease) in creditors	16,194	(124,244)
Net cash provided by/(used in) operations	<u>67,059</u>	<u>(2,827)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.20 £	Cash flow £	At 31.3.21 £
Net cash			
Cash at bank and in hand	153,222	62,564	215,786
	<u>153,222</u>	<u>62,564</u>	<u>215,786</u>
Total	<u>153,222</u>	<u>62,564</u>	<u>215,786</u>

The notes form part of these financial statements

Central and East Northamptonshire
Citizens Advice Bureau

Notes to the Financial Statements
for the year ended 31st March 2021

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 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

The presentation currency of the financial statements is the Pound Sterling (£).

The principal activity of the charity in the year was 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 Northamptonshire and surrounding areas. The charity does not carry out any fund raising activities.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, which are described in note 1, management is required to make judgements, estimates and underlying assumptions about the carrying values of assets and liabilities that are not readily separated from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

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.

Leasehold improvements	- in accordance with the property
Computer equipment	- 33% on cost

The directors have set a materiality level of £2,500 per individual item under which no purchase will be capitalised.

Taxation

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

Fund accounting

Funds held by the charity are either:

- Unrestricted General Funds - these are funds that can be used in accordance with the charitable objects at the discretion of the Executive Committee.
- Designated Funds - these are funds set aside by the Executive Committee out of unrestricted funds for specific future purposes or projects.

Central and East Northamptonshire
Citizens Advice Bureau

Notes to the Financial Statements - continued
for the year ended 31st March 2021

1. ACCOUNTING POLICIES - continued

Fund accounting

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

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

Company status

The charity is a company limited by guarantee. The members of the company are individuals and organisations who are interested in furthering the work of the Bureau and include the trustees named on page 4. 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.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Risk Assessment

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Charity does not believe it is subject to any substantial risk beyond the liabilities disclosed in its Annual Report and Accounts.

The organisation has public, employer and professional indemnity insurance to protect it in case of a claim.

Reserves and investment policies

The current reserve policy is to maintain sufficient cash flow for known commitments and replacement of certain assets. Most of the charity's income is by way of grants/fees received at various times in the year.

The charity does not hold material investments, other than cash investments held on deposit with the bank.

Operating leases and hire purchase agreements

The charity classifies the lease of property, printing and telecommunications equipment as operating leases, the title to the property and equipment remains with the lessor. Rental charges are charged on a straight line basis over the term of the lease.

Going concern

The Trustees consider there are no material uncertainties about the Charity's ability to continue as a going concern. Their review of the financial position, reserves levels and future plans give the Trustees confidence that the charity shall remain a going concern for a period of at least twelve months following approval of these financial statements.

Debtors and creditors receivable or payable within one year

Debtors and creditors that are receivable or payable within one year are recorded at the transaction price.

Cash at bank and in hand

Cash at bank and in hand represents such accounts that are available on demand.

Central and East Northamptonshire
Citizens Advice Bureau

Notes to the Financial Statements - continued
for the year ended 31st March 2021

2. DONATIONS AND LEGACIES

	2021	2020
	£	£
Donations	<u>176</u>	<u>13,520</u>

3. INVESTMENT INCOME

	2021	2020
	£	£
Deposit account interest	<u>5</u>	<u>231</u>

4. INCOME FROM CHARITABLE ACTIVITIES

		2021	2020
	Activity	£	£
General Fund	Access and casework	99,634	139,959
Access to Justice Foundation	Access and casework	43,100	-
Nationwide Community Grant Fund	Access and casework	37,451	-
University Northampton	Access and casework	13,416	14,584
Macmillan Cancer Research	Access and casework	39,668	48,644
Legal Aid Agency	Access and casework	-	10,415
Help through Crisis	Access and casework	8,142	9,075
Help to claim	Access and casework	280,211	269,711
MS Society	Access and casework	5,833	10,000
Energy Best Deals inc Extra	Utilities and Education	-	15,566
Building Better Opportunities	Utilities and Education	-	6,142
Pension Wise	Utilities and Education	455,088	480,486
Best Energy Saving Network inc Champion	Utilities and Education	25,475	25,475
Smart Energy	Utilities and Education	-	23,829
Energy Advice Programme	Utilities and Education	15,480	20,365
		<u>1,023,498</u>	<u>1,074,251</u>

**Central and East Northamptonshire
Citizens Advice Bureau**

**Notes to the Financial Statements - continued
for the year ended 31st March 2021**

5. CHARITABLE ACTIVITIES EXPENDITURE

	Access & Casework	2021 Utilities & Education	Total	2020 Total
Direct Costs				
Salaries and wages	300,351	183,593	483,944	499,370
Staff and volunteers	10,652	5,564	16,216	41,588
Office costs	18,535	5,143	23,678	16,801
Governance costs	(720)	3,388	2,668	6,042
Other costs	288	213,340	213,628	252,057
	<u>329,106</u>	<u>411,028</u>	<u>740,134</u>	<u>815,858</u>
Support Costs				
Salaries and wages	72,604	24,813	97,417	94,471
Staff and volunteers	1,680	1,229	2,909	10,187
Office costs	51,084	16,286	67,370	63,352
Premises costs	60,109	24,274	84,383	89,319
Governance costs	21,545	7,700	29,245	27,031
Other costs	784	232	1,016	1,545
	<u>207,806</u>	<u>74,534</u>	<u>282,340</u>	<u>285,905</u>
Total expenditure on charitable activities	<u><u>536,912</u></u>	<u><u>485,562</u></u>	<u><u>1,022,474</u></u>	<u><u>1,101,763</u></u>

6. NET INCOME/(EXPENDITURE)

Net resources are stated after charging/(crediting):

	2021	2020
£		
Auditors' remuneration	6,000	6,000
Depreciation - owned assets	6,117	6,789
Operating leases- land and buildings	49,283	72,673
Operating leases - other	<u>8,786</u>	<u>8,786</u>

Central and East Northamptonshire
Citizens Advice Bureau

Notes to the Financial Statements - continued
for the year ended 31st March 2021

7. TRUSTEES' REMUNERATION AND BENEFITS

During the year no remuneration for services as a trustee have been paid by the charity to any trustee or to any person known to be connected with them.

Trustees' expenses

During the year and in 2020, no trustees were paid expenses.

8. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	581,362	593,842
	<u>581,362</u>	<u>593,842</u>

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

	2021	2020
Advice workers and support staff	27	28
Key management personnel	3	3
Volunteers	10	10
	<u>40</u>	<u>41</u>

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

Employment Costs

	2021	2020
	Total	Total
	£	£
Wages and salaries	528,360	537,098
Social security costs	36,517	39,070
Employer pension costs	16,485	17,674
	<u>581,362</u>	<u>593,842</u>

Key management personnel who served throughout the year were M Clarke (Chief Officer) and D Crofts.

Other key personnel who served in the year were C Cooke - Chambers who resigned on 7th May 2020 and J Tessendorf and D Atwere who commenced on 1st November 2020 and 1st January 2021.

The key management personnel remuneration and benefits in the year totalled £104,420 (2020 - £111,784)

Central and East Northamptonshire
Citizens Advice Bureau

Notes to the Financial Statements - continued
for the year ended 31st March 2021

9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	13,520	-	13,520
Charitable activities			
Access and casework	174,958	327,430	502,388
Utilities and Education	23,829	548,034	571,863
Investment income	231	-	231
Other income	12,387	-	12,387
Total	<u>224,925</u>	<u>875,464</u>	<u>1,100,389</u>
EXPENDITURE ON			
Charitable activities			
Access and casework	237,846	334,013	571,859
Utilities and Education	23,770	506,134	529,904
Total	<u>261,616</u>	<u>840,147</u>	<u>1,101,763</u>
NET INCOME/(EXPENDITURE)	<u>(36,691)</u>	<u>35,317</u>	<u>(1,374)</u>
Transfers between funds	59,414	(59,414)	-
Net movement in funds	<u>22,723</u>	<u>(24,097)</u>	<u>(1,374)</u>
RECONCILIATION OF FUNDS			
Total funds brought forward	204,428	24,097	228,525
TOTAL FUNDS CARRIED FORWARD	<u><u>227,151</u></u>	<u><u>-</u></u>	<u><u>227,151</u></u>

**Central and East Northamptonshire
Citizens Advice Bureau**

**Notes to the Financial Statements - continued
for the year ended 31st March 2021**

10. TANGIBLE FIXED ASSETS

	Leasehold improvements £	Fixtures and fittings £	Computer equipment £	Totals £
COST				
At 1st April 2020	51,676	8,658	17,074	77,408
Additions	-	-	4,500	4,500
At 31st March 2021	<u>51,676</u>	<u>8,658</u>	<u>21,574</u>	<u>81,908</u>
DEPRECIATION				
At 1st April 2020	40,194	8,658	17,074	65,926
Charge for year	5,742	-	375	6,117
At 31st March 2021	<u>45,936</u>	<u>8,658</u>	<u>17,449</u>	<u>72,043</u>
NET BOOK VALUE				
At 31st March 2021	<u>5,740</u>	<u>-</u>	<u>4,125</u>	<u>9,865</u>
At 31st March 2020	<u>11,482</u>	<u>-</u>	<u>-</u>	<u>11,482</u>

11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade debtors	7,091	30,325
Other debtors	3,326	3,065
VAT	-	2,398
Prepayments and accrued income	<u>52,729</u>	<u>64,910</u>
	<u>63,146</u>	<u>100,698</u>

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade creditors	4,273	9,297
Social security and other taxes	12,290	10,570
Other creditors	899	1,233
Accruals and deferred income	<u>36,984</u>	<u>17,151</u>
	<u>54,446</u>	<u>38,251</u>

Deferred income represents grants received in respect of services which will be delivered in a future period. The balance at 31st March 2021 totals £12,484 (2020 - £4,896) .

Central and East Northamptonshire
Citizens Advice Bureau

Notes to the Financial Statements - continued
for the year ended 31st March 2021

13. LEASING AGREEMENTS

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

	2021 £	2020 £
Within one year	36,763	42,763
Between one and five years	<u>18,462</u>	<u>55,225</u>
	<u>55,225</u>	<u>97,988</u>

14. MOVEMENT IN FUNDS

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General funds	227,151	14,589	(27,474)	214,266
Legal Aid Agency	-	(5,746)	5,746	-
University of Northampton	-	2,918	(2,918)	-
MS Society	-	771	(771)	-
Access to Justice Foundation	-	(713)	713	-
Nationwide Community Grant Fund	-	9,990	-	9,990
	<u>227,151</u>	<u>21,809</u>	<u>(24,704)</u>	<u>224,256</u>
Restricted funds				
Macmillan	-	(15,019)	15,019	-
Pension Wise	-	10,095	-	10,095
Help through Crisis	-	(8,766)	8,766	-
Best Energy Saving Network inc Champion	-	690	(690)	-
Help to Claim	-	(1,305)	1,305	-
Energy Advice Programme	-	(304)	304	-
	<u>-</u>	<u>(14,609)</u>	<u>24,704</u>	<u>10,095</u>
TOTAL FUNDS	<u>227,151</u>	<u>7,200</u>	<u>-</u>	<u>234,351</u>

Central and East Northamptonshire
Citizens Advice Bureau

Notes to the Financial Statements - continued
for the year ended 31st March 2021

14. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General funds	105,810	(91,221)	14,589
Legal Aid Agency	-	(5,746)	(5,746)
University of Northampton	13,416	(10,498)	2,918
MS Society	5,833	(5,062)	771
Access to Justice Foundation	43,100	(43,813)	(713)
Nationwide Community Grant Fund	37,451	(27,461)	9,990
	<u>205,610</u>	<u>(183,801)</u>	<u>21,809</u>
Restricted funds			
Macmillan	39,668	(54,687)	(15,019)
Pension Wise	455,088	(444,993)	10,095
Help through Crisis	8,142	(16,908)	(8,766)
Best Energy Saving Network inc Champion	25,475	(24,785)	690
Help to Claim	280,211	(281,516)	(1,305)
Energy Advice Programme	15,480	(15,784)	(304)
	<u>824,064</u>	<u>(838,673)</u>	<u>(14,609)</u>
TOTAL FUNDS	<u>1,029,674</u>	<u>(1,022,474)</u>	<u>7,200</u>

Central and East Northamptonshire
Citizens Advice Bureau

Notes to the Financial Statements - continued
for the year ended 31st March 2021

14. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.20 £
Unrestricted funds				
General funds	204,428	(15,724)	38,447	227,151
Legal Aid Agency	-	(27,503)	27,503	-
Anglian Water	-	(3,183)	3,183	-
University of Northampton	-	7,636	(7,636)	-
Smart Energy	-	59	(59)	-
MS Society	-	2,024	(2,024)	-
	<u>204,428</u>	<u>(36,691)</u>	<u>59,414</u>	<u>227,151</u>
Restricted funds				
Macmillan	-	(6,533)	6,533	-
Pension Wise	-	(4)	4	-
Energy Best Deal inc. Extra & Champion	-	13,137	(13,137)	-
Orbit Housing	24,097	-	(24,097)	-
Help through Crisis	-	1,381	(1,381)	-
Power Up	-	(912)	912	-
Build Better Opportunities	-	3,482	(3,482)	-
Best Energy Saving Network inc Champion	-	25,347	(25,347)	-
Help to Claim	-	(519)	519	-
Energy Advice Programme	-	(62)	62	-
	<u>24,097</u>	<u>35,317</u>	<u>(59,414)</u>	<u>-</u>
TOTAL FUNDS	<u>228,525</u>	<u>(1,374)</u>	<u>-</u>	<u>227,151</u>

Central and East Northamptonshire
Citizens Advice Bureau

Notes to the Financial Statements - continued
for the year ended 31st March 2021

14. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General funds	166,097	(181,821)	(15,724)
Legal Aid Agency	10,415	(37,918)	(27,503)
Anglian Water	-	(3,183)	(3,183)
University of Northampton	14,584	(6,948)	7,636
Smart Energy	23,829	(23,770)	59
MS Society	10,000	(7,976)	2,024
	<u>224,925</u>	<u>(261,616)</u>	<u>(36,691)</u>
Restricted funds			
Macmillan	48,644	(55,177)	(6,533)
Pension Wise	480,486	(480,490)	(4)
Energy Best Deal inc. Extra & Champion	15,566	(2,429)	13,137
Help through Crisis	9,075	(7,694)	1,381
Power Up	-	(912)	(912)
Build Better Opportunities	6,142	(2,660)	3,482
Best Energy Saving Network inc Champion	25,475	(128)	25,347
Help to Claim	269,711	(270,230)	(519)
Energy Advice Programme	20,365	(20,427)	(62)
	<u>875,464</u>	<u>(840,147)</u>	<u>35,317</u>
TOTAL FUNDS	<u><u>1,100,389</u></u>	<u><u>(1,101,763)</u></u>	<u><u>(1,374)</u></u>

Central and East Northamptonshire
Citizens Advice Bureau

Notes to the Financial Statements - continued
for the year ended 31st March 2021

14. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General funds	204,428	(1,135)	10,973	214,266
Legal Aid Agency	-	(33,249)	33,249	-
Anglian Water	-	(3,183)	3,183	-
University of Northampton	-	10,554	(10,554)	-
Smart Energy	-	59	(59)	-
MS Society	-	2,795	(2,795)	-
Access to Justice Foundation	-	(713)	713	-
Nationwide Community Grant Fund	-	9,990	-	9,990
	<u>204,428</u>	<u>(14,882)</u>	<u>34,710</u>	<u>224,256</u>
Restricted funds				
Macmillan	-	(21,552)	21,552	-
Pension Wise	-	10,091	4	10,095
Energy Best Deal inc. Extra & Champion	-	13,137	(13,137)	-
Orbit Housing	24,097	-	(24,097)	-
Help through Crisis	-	(7,385)	7,385	-
Power Up	-	(912)	912	-
Build Better Opportunities	-	3,482	(3,482)	-
Best Energy Saving Network inc Champion	-	26,037	(26,037)	-
Help to Claim	-	(1,824)	1,824	-
Energy Advice Programme	-	(366)	366	-
	<u>24,097</u>	<u>20,708</u>	<u>(34,710)</u>	<u>10,095</u>
TOTAL FUNDS	<u>228,525</u>	<u>5,826</u>	<u>-</u>	<u>234,351</u>

Central and East Northamptonshire
Citizens Advice Bureau

Notes to the Financial Statements - continued
for the year ended 31st March 2021

14. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General funds	271,907	(273,042)	(1,135)
Legal Aid Agency	10,415	(43,664)	(33,249)
Anglian Water	-	(3,183)	(3,183)
University of Northampton	28,000	(17,446)	10,554
Smart Energy	23,829	(23,770)	59
MS Society	15,833	(13,038)	2,795
Access to Justice Foundation	43,100	(43,813)	(713)
Nationwide Community Grant Fund	37,451	(27,461)	9,990
	<u>430,535</u>	<u>(445,417)</u>	<u>(14,882)</u>
Restricted funds			
Macmillan	88,312	(109,864)	(21,552)
Pension Wise	935,574	(925,483)	10,091
Energy Best Deal inc. Extra & Champion	15,566	(2,429)	13,137
Help through Crisis	17,217	(24,602)	(7,385)
Power Up	-	(912)	(912)
Build Better Opportunities	6,142	(2,660)	3,482
Best Energy Saving Network inc Champion	50,950	(24,913)	26,037
Help to Claim	549,922	(551,746)	(1,824)
Energy Advice Programme	35,845	(36,211)	(366)
	<u>1,699,528</u>	<u>(1,678,820)</u>	<u>20,708</u>
TOTAL FUNDS	<u>2,130,063</u>	<u>(2,124,237)</u>	<u>5,826</u>

Restricted Funds Details

Macmillan

Funding for the provision of financial wellbeing support and benefits advice to people affected by cancer.

Pension Wise

The delivery of the government's Pension Wise guidance service

Help Through Crisis

Funding drawn through a partnership agreement with Restore Northampton , funded by the Big Lottery Fund to support people in financial crisis.

Best Energy Saving Network inc Champion

Services to provide clients with saving money on energy bills.

Help to Claim

Services to provide vulnerable clients with assistance in claiming Universal Credit, recognising that approximately 1 in 5 struggle to make a claim.

Central and East Northamptonshire
Citizens Advice Bureau

Notes to the Financial Statements - continued
for the year ended 31st March 2021

14. MOVEMENT IN FUNDS - continued

Energy Advice Programme

Service to provide and support the provision of energy advice.

15. CONTINGENT LIABILITIES

There were no contingent liabilities as at 31st March 2021 or 31st March 2020.

16. CAPITAL COMMITMENTS

There were no capital commitments as at 31st March 2021 or 31st March 2020.

17. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st March 2021 or 31st March 2020.

18. PENSIONS

There is a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge for the year was £16,485 (2020- £17,674).

19. CORONAVIRUS PANDEMIC RESPONSE AND IMPACT

The impact of the pandemic was still being felt throughout the financial period. As it became clear that social restrictions would become necessary, and that these would have a significant impact upon the charity's clients, the board and management team made urgent plans to ensure clients' needs could continue to be met.

The majority of the charity's services are normally delivered face-to-face, either in the organisation's permanent offices, or in outreach locations. During March 2020, with lockdown appearing inevitable, the board and management team decided to move all client services to telephone, and staff and volunteers were supported to continue their roles from home. All office locations were closed, and remained so during the lockdown periods, although extensive project plans were put in place for safe return to office working when it is considered appropriate.

Pressures arising from the pandemic caused a number of funding organisations to reduce funded activities, impacting expected resources for 2020/21, but considerable effort has been put into finding new funding targeted at assisting clients affected by the pandemic, so the scope of all services to clients has been maintained through this period.

Equipping and supporting staff and volunteers to work from home has incurred substantial additional costs, as has investment in premises to keep everyone safe on return to the offices, but through careful management these costs have largely been offset by savings in travel and other expenses, leaving no significant overall impact on expected resources.

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