Charity Registration No. 1075040
Company Registration No. 3038147

LEWISHAM CITIZENS ADVICE BUREAUX SERVICE LIMITED

Financial statements
31 March 2020

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Financial statements for the year ended 31 March 2020

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Report of the Trustees (incorporating the Directors Report) for the year ended 31 March 2020

1. REFERENCE AND ADMINISTRATIVE INFORMATION

Company Number: 3038147

Charity Number: 1075040

Trustees/Directors

Malcolm Beane – Interim Treasurer	(Appointed 22nd April 2020)
Nkem Ekwukoma	
Dominic Gilchrist	
Jackie Graveney	(Appointed 23rd July 2020)
Susan Hutton – Treasurer Designate	(Appointed 23rd July 2020)
Christine Mosedale	
Sophie Park	
Cosette Reczek – Chair of Trustees	(Appointed 23rd July 2020)
Hannah Richards	(Appointed 23rd July 2020)
Shawn Scott - Vice Chair	
Aida Shoush	

Chief Executive/Company Secretary: Sukhvinder Kaur-Stubbs

Registered Office and Business Address
Leemore Community Hub
Bonfield Road
London SE13 5EU

Auditor
Myrus Smith
Chartered Accountants & Statutory Auditors
Norman House
8 Burnell Road
Surrey SM1 4BW

Bankers
Co-operative Bank Plc
151 Lewisham High Street
London SE13 6AA

CAF Bank
25 Kings Hill Ave
Kings Hill
West Malling ME19 4JQ

2. STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

Lewisham Citizens Advice Bureaux Ltd. is a registered charity and a company limited by guarantee. Lewisham Citizens Advice Bureaux Ltd. is known and referred to as Citizens Advice Lewisham (CAL). The maximum liability of each member is limited to £1. At 31 March 2020 the company had 9 members. Citizens Advice Lewisham is governed by its Memorandum and Articles of Association as amended on 7th November 2013.

CAL was incorporated as a company limited by guarantee on 27th March 1985. The charity commenced operations on 27th March 1985 at which date the assets and liabilities of the unincorporated CAL were acquired.

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

Malcolm Beane	(Interim Treasurer from 22nd April 2020)
Nkem Ekwukoma	
Dominic Gilchrist	
Jackie Graveney	(Appointed 23rd July 2020)
Verena Hefti	(Chair until 23rd July 2020)
Susan Hutton	(Appointed 23rd July 2020)
Christine Mosedale	
Sophie Park	
Nigel Prout	(Treasurer until 28th February 2020 and Resigned 22nd April 2020)
Cosette Reczek	(Chair of Trustees from 23rd July 2020)
Hannah Richards	(Appointed 23rd July 2020)
Shawn Scott	(Vice-Chair)
Aida Shoush	
Heather Taylor	(Treasurer from 28th February 2020 and Resigned 22nd April 2020)

The trustees present their report and the audited financial statements of the charity for the year ended 31 March 2020. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual Report of the Trustees and financial statements of the charity.

Recruitment, Appointment of Trustees

Our Trustees, who are also directors of the charity, are elected at our Annual General Meeting. Trustees may co-opt up to six people onto the Trustee Board to ensure the Board is broadly representative of the community, and to fill any specific vacancy and skills needed to carry out our responsibilities effectively (e.g. Treasurer). Co-opted members must stand down at the Annual General Meeting following their co-option, but they are eligible to stand for election. One third of the elected Trustees (the longest serving since previous election) stands down at each AGM, and is eligible to stand for re-election. We invite nominations for Trustees through our annual mailing to stakeholders and local community organisations. Co-opted Trustees are recruited through a variety of methods, including direct advertising in the relevant media (e.g. the internet, local newspapers.)

The Board regularly reviews its membership to ensure there is a broad range of relevant skills and experiences sufficient to carry out its duties.

A separate process agreed by the Trustee Board is followed for the election of the Chair. The reference and administrative details above identify the constituencies that elected each of the current Trustees, where applicable. No other persons or bodies external to the charity were entitled to appoint persons to the Trustee Board.

New Chair and Trustees

Verena Hefti the Chair of Trustees was due to step down during the year but continued to support us through COVID-19. She ensured the appointment of her successor Cosette Reczek in July 2020. Trustees are extremely grateful to Verena who served on the Board for 6 years. She brought great wisdom and total commitment to CAL. Her sense of fairness and emphasis on due process helped CAL establish good governance and achieve a good/outstanding rating in the February 2020 annual inspection of the Performance Quality Framework by Citizens Advice (the National Body).

We were grateful to have the expertise of Nigel Prout as Treasurer who steered CAL during a period of structural change and helped strengthen our reserves. Nigel decided to step down as Treasurer in February and Heather Taylor covered the post until former Treasurer Malcolm Beane returned as Interim Treasurer while we recruited a new Trustee. We are delighted that Susan Hutton has joined in this capacity and is expected to be appointed Treasurer at CAL's AGM on 4th November 2020.

A number of other new Trustees have joined the Board. Jackie Graveney brings specialist knowledge of marketing and communications and Hannah Richards has valuable insights to the world of charity fundraising.

Training of Trustees

All new Trustees are buddied with established Board members and are invited to attend an induction training session at Citizens Advice London office, to find out more about the Citizens Advice service nationally and the role of Trustees. They participate in a planned induction which includes:

- Access to key governance documents such as the governance manual, financial procedures and annual report.
- Good governance guidance – relevant Charity Commission guides and references to high performing boards including Harvard and ICSA reports.
- Service tour introducing the different aspects of the service and identifying key team members.
- Introduction to stakeholders and client profile with the CEO.
- Bi-annual review with the Chair to establish objectives and progress.
- Workshop with Citizens Advice nationally to understand the member relationship.

All new Trustees receive an email address, access to the Citizens Advice portal BMIS and complete their confidentiality and Declaration of Interests forms. Where required, the Trustees are DBS checked. All Trustees are able to arrange bureaux visits to meet our Service Manager and find out more about our work. An insight day is held annually, organised by volunteers to enable Trustees to observe the service delivery and understand the nature of the enquiries presented by clients.

Organisational Structure

CAL is governed by its Trustee Board which is responsible for setting the strategic direction and policy of the charity. The Trustees carry the ultimate responsibility for the conduct of CAL and for ensuring that the charity satisfies its legal and contractual obligations. Trustees meet as a minimum quarterly and delegate the day-to-day operation of the organisation to senior management. The Trustee Board is independent from management. A register of members' interests is maintained at the registered office, and is available to the public.

Related Parties

CAL 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 these standards. Operating policies are independently determined by the Trustee Board of CAL in order to fulfil its charitable objects and comply with the national membership requirements.

The charity also co-operates and liaises with a number of other advisory services, local charities and local authority departments on behalf of clients. Where one of the Trustees holds the position of trustee/director of another charity or is a decision maker within the local authority, they may be involved in discussions regarding that other charity or department but not in the ultimate decision-making process. Currently, none of our Trustees work for Lewisham Council or hold decision making roles in partner organisations.

Major risks

The Trustees recognise that any major risks to which the charity is exposed need to be reviewed and systems put in place to mitigate those risks. To that end CAL is continually monitoring and managing its risk, reviewing the corporate risk register and ensuring action plans are in place to mitigate its key risks. CAL has worked on a Corporate Risk Management exercise.

The top three risks for the organisation are described below:

COVID-19

- The way in which COVID-19 exacerbates inequalities has a high impact on CAL's clients who are 60% BAMER, 45% disabled or with long term conditions and one in five already over-indebted and the fact that the most vulnerable struggle with accessing digital and telephone services brings an increased level of risk to CAL in particular to how we deliver service to this vulnerable group. With risk of transmission remaining high, offering face-to-face provision, especially through drop-in, will be challenging and may impact our ability to meet expected targets. In response, CAL is accelerating its programme of outreach – co-locating services with local community groups to extend our reach. We are also working through this with stakeholders including the London Borough of Lewisham, other funders, Citizens Advice, employee representatives and other partner organisations. It is worth noting that funders have been sensitive to the challenges created by COVID-19 and flexible in their approach to service delivery.
- Remote working is expected to become part of the new normal of how we deliver our services. Support from various funders has enabled us to invest in mobile technology so that our staff and volunteers can function effectively. But we know that delivering advice from isolated locations can be more challenging. Advisors miss the opportunity to share knowledge with peers and the corridor interactions that help improve practice are absent. CAL aims to operate a minimal office so that staff and volunteers who can work from home continue to do so but everyone is encouraged to attend the workplace in rotation. An in-depth Workplace Risk Assessment allows us to consider the physical, emotional and psychological safety of staff.

FUNDING

- Funders have responded well to increasing demand and CAL has successfully secured additional income from the Community Response Fund, BEIS and others for emergency support. CAL has also succeeded in diversifying its funding with just over 50% of its income coming from the Council. However, the Council funding is critical as it pays for the bulk of the generalist advice service. As pressures on Local Authorities and other funders evolve, CAL will continue to monitor the potential impact on services and be prepared if necessary, to review our delivery model.

DEMAND

- With deep recession and static - possibly declining budgets, CAL is exploring innovative ways to scale up our delivery. CAL delivers the bulk of its services through the Advice Lewisham Partnership. Our expectation is to serve 26,000 clients in the coming year (up from 23,000) and additional capacity will come from new digital channels (email/webchat) and enhanced self-help portals where more digitally literate clients can directly access information to address their concerns.

- CAL is investing in an innovative new project 'Community Labs' to intensify our knowledge of clients and identify collaborative responses to new and emerging need. Working with Council officials, other local decision-makers and our network of Information and Advice Providers, our aim is to tackle systemic issues and provide more effective signposting.

Internal financial risks are minimised by implementing procedures for authorisation of all transactions and projects and ensuring consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure that they still meet the needs of the charity.

3. OBJECTIVES AND ACTIVITIES

Objectives

The charity's objectives are to promote any charitable purpose for the benefit of the community in the administrative area of the London Borough of Lewisham and surrounding areas, by the advancement of education, the protection of health and the relief of poverty, sickness and distress.

CAL's vision is of a Lewisham where everyone who lives, works or studies in the borough has the knowledge and confidence to deal with the issues they face. Our diverse range of residents are empowered to help themselves, or where required, provided with direct assistance. CAL enables local and national decision makers to be well-informed about the impact of their decisions on local people, and acts in their interests.

CAL's mission is to use the full range of our services, channels and partnerships to:

- Provide reliable and consistent advice and information in an accessible and effective way so that our clients know their rights and responsibilities and are able to take action themselves.
- Target those who are less able to access advice or take action themselves and provide them with direct support if required.
- Use evidence to improve our service, maximise our reach and ensure we are meeting the advice and information needs of diverse communities.
- Influence local and national decision makers by providing them with evidence about the impact of their decisions in order to improve the systems, policies and practices that affect people's lives.

As a member of Citizens Advice, we actively promote the principles underlying the network:

- We are independent, impartial and non-judgemental.
- Our services are free and confidential.
- We value diversity, promote equality and challenge discrimination in our service, our workforce and our partnerships.
- We are a learning organisation, using evidence to improve our effectiveness and efficiency.

Public Benefit

The Trustees have paid due regard to the Charity Commission's guidance on public benefit in deciding the activities undertaken by CAL during the year. The Trustees are satisfied that the information provided in the report and accounts meets the public benefit reporting requirements.

The principal activity of CAL remained the provision of free, confidential, independent and impartial advice, information and counsel for members of the public through face-to-face consultations and by telephone. This was provided through our Leemore Community Hub and the Advice Lewisham Advice Line. In addition to generalist advice, specialist welfare benefit and debt advice was also provided.

Contribution of Volunteers
The charity receives help and support in the form of voluntary assistance in advising the public and administering the charity. We are proud to state that our Generalist Casework is delivered by highly experienced and expert volunteer Advisors who are supervised by paid staff. It is hard to quantify the contribution they make to the lives of residents and to the paid staff who work alongside them and look to them for inspiration and wisdom. Suffice to say, the countless thank you cards pinned to the notice board offer some testimony to the invaluable role they play in the team.

Many of our newer volunteers have taken on paid employment as Telephone Assessors, Claims Assistants and Money Advisors. The quality of the training and the dedication of the volunteers makes this a deep talent pool for our future workforce.

During 2019-20 CAL reviewed the approach to volunteer recruitment and training and launched a new programme to increase the diversity of roles and experiences for volunteers. We expect this to accelerate during 2020 and anticipate growing the number of volunteers. New Volunteers will work at the Leemore and also deliver be co-located with local information and advice groups in the community.

4. ACHIEVEMENTS AND PERFORMANCE

Charitable Activities
CAL has continued to grow in response to demand while building up its financial resilience. We maintained and expanded all our contracts and partnerships.

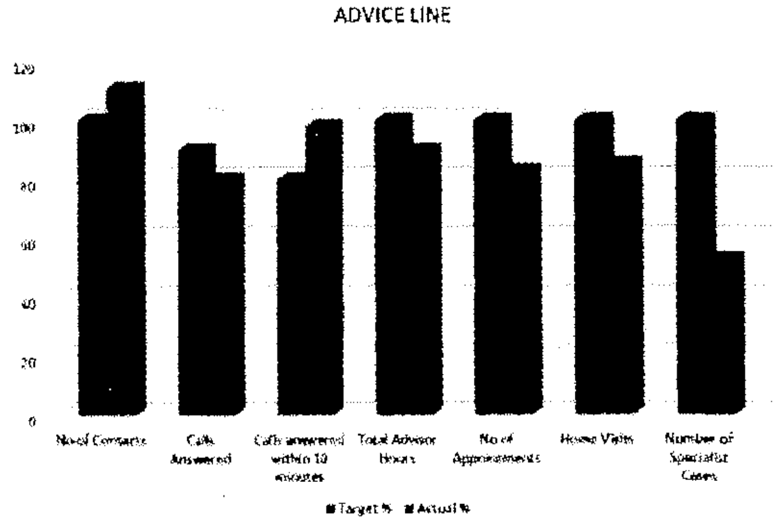
ADVICE LEWISHAM PARTNERSHIP
The Advice Lewisham Partnership includes Lewisham Multi-Lingual Advice Service (LMLAS), 170 Community Project, Age UK Lewisham and Southwark and Lewisham Refugee and Migrant Network (LRMN). Established in 2017, this year it secured a new three-year grant from Lewisham Council.

CAL leads the partnership to deliver an Advice Line, appointments to help people complete on-line forms, home visits and drop-ins for the most vulnerable and casework on welfare benefits, immigration and housing.

The new grant started in August 2019. Since then the Advice Lewisham Partnership responded to the full year equivalent of 23,000 contacts. CAL was directly responsible for responding to almost 70% of the total target contacts while it receives around 51% of the service costs. Most clients came through the Freephone Advice Line which received 19,000 calls (far exceeding our target of 18,000 for the full year). Of these 98% were answered within 10 minutes and in total 80% of callers were assessed to determine the most appropriate next steps. With the introduction of digital channels imminent, we are well on our way to scaling up to responding to 26,000 contacts this year and 30,000 next year

Performance of the partnership against key metrics, is shown in the table overleaf.

The partnership has not yet managed to fulfil its total number of advisor hours on the Advice line. A new team of volunteer Telephone Assessors is being recruited and trained to ensure that more callers get though, first time.



The Telephone Assessors offer information and advice to clients on any subject ranging from mobile phone contracts to family disputes, housing arrears and benefit appeals. Many of the enquiries are quite complex. Advisors undertake an holistic assessment of the client's circumstances to understand all their circumstances, not just the ones they present with. This helps to ensure that the information and advice provided is relevant to their needs, accurate and does not result in any financial detriment to clients. The service is quality assured and we have worked with our partners and broader group of community providers to establish consistency in service.

Where queries cannot be resolved on the phone, or if clients require digital assistance or a home visit, an appointment is made for them. The partnership has struggled to reach the target number of appointments and specialist casework and this may be because the work requires more intensive support than was envisaged. The workload and capacity will be reviewed with partners in the coming year.

It is characteristic of the most vulnerable clients to want to see someone in person to talk through their issue rather than rely on a remote call or digital contact. The Advice Lewisham Partnership therefore extended the Drop-In service ensuring access for people in the north and south of the borough. CAL's Drop-In at the Leemore along with LMLAS's multi-lingual desk, remains a popular choice. Some 2,106 clients accessed the CAL's Drop-in which represents 115% of the target. LMLAS saw 760 clients, far exceeding their target of 500.

We survey our clients regularly to understand what is important to them. The Client Reference Group which allows us to hear directly from service users, was put in abeyance with the onset of the pandemic. Insights on client needs are gained through the Community Labs project and a data deep dive to assess vulnerability.

Client Satisfaction 2020

53%	**36%**	**76%**	**53%**
New Callers to Advice Line	Heard About us from friends/family, 30% from the internet, 10% from Lewisham Council	Have not used any other local organisation for advice, 13% have used the council	Had an enquiry because of the COVID-19 pandemic

Our strong referral relationship with public agencies, voluntary groups and MP's help to ensure that clients are not passed around, unnecessarily. We believe that the considerable investment (around £867k per annum) that the council is making provides value for money and certainly residents see it as an essential lifeline. Around 90% of clients were very or quite satisfied with the service and 100% said they would recommend.

Client Satisfaction 2020

83%	**89%**	**100%**
Said they had been assisted with their enquiry by the advice information they had received	Were quite or very satisfied with the service they received	Said they would recommend the service

MONEY ADVICE PROJECTS

CAL delivers a range of projects. **Debt Free London** is funded by the Money and Pension Service through Toynbee Hall. CAL has one of the largest contracts in London, serving almost 2,000 clients annually.

For many years CAL has delivered **Pound Advice** for London and Quadrant Housing Association. We have always been the most productive of the delivery partners and generated the highest outcomes for clients. Under new management, the project has received fewer referrals than usual but the team continue to do complex casework for 340 residents addressing rent arrears, making benefit claims and helping people take back control of their lives.

At the Green Man in Bellingham, CAL offers outreach services to the tenants of **Phoenix Housing Association**. In a friendly and familiar environment, tenants can seek help about their housing, managing their money and looking for ways to optimise their income. We are slightly below target due to a large number of 'no shows' – this is a common trend in money advice as too many clients don't seek help until their situation becomes desperate. The team also deliver training workshops for the Phoenix Community on budgeting.

Help to Claim is the new project funded through Citizens Advice. Nationally, take-up has been slower than envisaged. However, CAL supported 716 clients in helping to make Universal Credit claims.

Energy Advice Programme is funded by BEIS, the department for Business Energy and Industrial Strategy. Over an intensive period of six months during winter and with very little notice before the award was confirmed, CAL supported 138 cases.

Ad hoc casework is undertaken from the **Windrush Compensation Scheme** for clients who suffered losses because they weren't able to prove their right to live in the UK. Advisors also assist families as part of the ***EU Settlement*** Scheme, enabling them to apply for the right to remain in the UK following Brexit.

LEWISHAM LAW CENTRE

Working in partnership with the Southwark Law Centre (SLC), CAL has helped establish a new Law Centre for Lewisham (registered with the Law Centre Network July 2020). This follows a gap of over 10 years when access to justice for local residents was limited. Work began with a **Housing Unit**. With support from the Legal Aid Agency, SLC appointed a Solicitor and Caseworker. A generous grant from the Trust for London enabled CAL to employ a Para-Legal and host the new service. The Housing Unit has taken on 72 cases mostly possessions orders, challenging evictions and preventing homelessness. Three quarters of the clients who received advice and representation had a positive outcome by retaining the roof over their head. SLC also won a contract from Lewisham Council to support families with No Recourse to Public Funds. Pro bono support from Hogan Lovells and additional funding from the AB Charitable Trust, Indigo, the Legal Education Foundation and the Allen & Overy Foundation helped to secure and develop the service.

The case of Mr A illustrates the highly complex and difficult nature of the cases taken on by Lewisham Law Centre and exemplifies the effectiveness of the partnership model with Citizens Advice Lewisham – access to welfare rights and homelessness are closely intertwined.

Mr A is an EEA national with a history of mental illness, a learning disability and mobility problems. He came to the UK around 20 years ago, working on and off until his mental illness left him incapacitated. Mr A became homeless and eventually approached the local authority for assistance.

Many years of homelessness had severely exacerbated Mr A's mental illness, and at the time he first approached the local authority he was under the care of a local hospital. Notwithstanding Mr A's extreme vulnerability, the local authority refused to accept that the 'main housing duty' applied to Mr A, i.e. the duty to provide temporary accommodation to the homeless. This was on the basis of his residency status which itself was based on a flawed assessment with respect to his right to Universal Credit.

Mr A was referred to CAL to appeal the Universal Credit decision. With Mr A's consent, CAL shared documentation with Lewisham Law Centre on the representations made in respect of the homelessness review, to ensure that his interests were represented to the fullest extent. Mr A won his Universal Credit appeal in the First Tier Tribunal, and Lewisham Law Centre were successful in the homelessness review with respect to his eligibility for support. Mr A was further assisted by CAL during this period with an appeal on the Personal Independence Payment, which he also won shortly after.

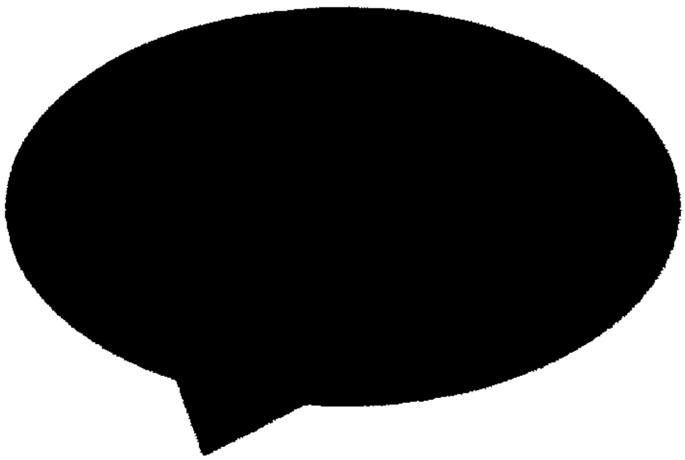
In the period that followed, Mr A's case was remitted back to the local authority for a fresh decision on the 'main housing duty', particularly as to whether he was in priority need. The local authority refused to make this finding a second time, in response to which Lewisham Law Centre brought a yet further challenge. During this period the local authority provided hostel accommodation to Mr A for the first time. Unfortunately, however, Mr A suffered a severe decline in his mental state while in the hostel accommodation.

Lewisham Law Centre assisted Mr A in obtaining medical support from a GP and made representations to the local authority to find alternative accommodation. When that alternative proved unsuitable yet again, the local authority finally provided an acceptable self-contained room elsewhere.

Following yet further review, Lewisham Law Centre's representations on behalf of Mr A were successful, and the local authority has finally accepted the main housing duty. Lewisham Law Centre's immigration solicitor also took on his case and he was granted EU settled status.
Source: Lewisham Law Centre

OUTCOMES

Last year, the Advisors across all our services helped people claim over £5.67 million in benefits and discharged debts.



Fundraising Activities

With considerable flux in the commissioning environment, the bulk of fundraising efforts were directed at maintaining and growing existing contracts and grants. Trustees agreed that the main priority was to manage and deliver the new portfolio of services and expectations here overall, were exceeded.

LONDON BOROUGH OF LEWISHAM MAIN GRANTS PROGRAMME

The Council extended their 2018-19 grant to July 2019 to give them additional time to agree awards under their new Main Grants Programme. CAL secured the largest voluntary sector grant in the borough. The new grant channelled funding for the partners through CAL rather than in direct relationships with the Council. In close association with the Council, CAL drew up service level plans for all the partners and enshrined them in a new Partnership Agreement. In the new agreement, CAL retained £542,714 compared to the previous year of £495,514 (includes Advice Lewisham funding which was separately funded). The additional £47,200 covers the previous year's deficit of £26,352 and takes into account the development costs required to scale up the service.

DEBT FREE LONDON (PREVIOUSLY CAPITALISE)

When the Money Advice Service, The Pensions Advisory Service and Pension Wise merged to form The Money and Pensions Service (MaPS) at the beginning of 2019, it brought huge uncertainty to the future of Capitalise. CAL liaised with a variety of potential bidders for the proposed new London contract. The partnership with Toynbee Hall was strong and CAL continued to work with them as the existing contract was eventually extended and the project morphed into Debt Free London. CAL's sub-contract of £273,648 was reduced slightly (5%) and this was in line with the arrangements for all Toynbee Hall's delivery partners.

HELP TO CLAIM

Following a pilot in 2018, Citizens Advice secured full funding to roll out a programme helping people to claim Universal Credit. CAL secured £108,176, an increase of £95,872 from the previous year.

TRUST FOR LONDON (TFL)

Funding of £37,000 represents part of the full year grant of £40,000 secured in 2018 to host the Lewisham Law Centre. A further £20,000 is due in the coming year.

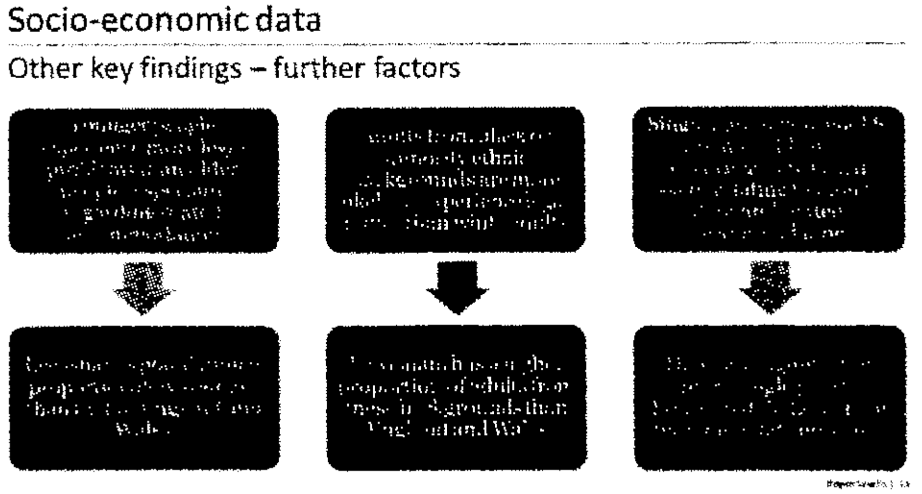
ENERGY BEST DEBT ADVICE (EBDx)

Government's Business, Energy and Industrial Strategy (BEIS) Department used to regularly distribute grants to enable people in fuel poverty to switch suppliers and reduce their bills. Often, it arrived with short notice and high expectations. During the year, CA nationally secured the funding from BEIS and CAL were successful in bidding for £15,000. This decrease (around 20%) reflects the new funding arrangements rather than CAL's previous performance. The new grant came with higher service standards than previous years and the team did exceptionally well to deliver within the limited time-frame.

OTHER INCOME

CAL delivered the contract from **Phoenix Housing Association** (£30,000) to the satisfaction of the commissioners. It required recruitment and training of a new staff member to cover maternity. The main reduction in other income (£53,251) reflects changes in the **Pound Advice** project funded by London and Quadrant Housing Association. During the year they ran a tender for a new managing agent which was won by We Are Digital (WAD). The fee per client reduced as a result by around 40%. WAD also encountered considerable logistical difficulties in setting up their new platform which impeded rates of referral. As this contract is paid against casework completed for each client, there has been a high level of client flow monitoring and staff management to ensure resources deployed match demand.

Equality
Equality, diversity and inclusion is at the heart of our work. Almost 50% of our staff, volunteers and Trustees identify themselves as Black, Asian or one of the other minority ethnic backgrounds. Lewisham itself is the 15th most ethnically diverse local authority in England, and two out of every five residents are from a black and minority ethnic background. The largest BME groups are Black African and Black Caribbean: Black ethnic groups are estimated to comprise 30% of the total population of Lewisham. It is not surprising therefore, that the voices of the Black Lives Matter movement were loudly articulated from within our communities.



CAL has reinforced anti-racism training for staff and volunteers and aims to establish stronger links with community support structures that minority groups often rely on. CAL is a registered Hate Crime Centre and also key staff are trained to identify clients at risk of domestic abuse.

Our face to face services are prioritized for the most vulnerable. Among our clients, we recognize that the need for the support is greatest amongst those with mental health conditions, disabilities and where they are at risk of homelessness. Caseworkers secure benefits in around 90% of the appeals they conduct.

Research and Campaigns
Research and campaigns to influence policy is a core objective for CAL. Following the roll-out of Universal Credit we have worked with Clients to understand the pressures they face. The five-week waiting time for payments has been a particular concern and we were pleased to support national efforts to campaign for change. Clients told us that Council Tax enforcement was at times, too harsh. CAL raised this with the Council and are following this up in the new Housing Lab which is part of the Community Labs Project to address systemic issues and find collaborative solutions for the most frequently raised issues.

CASE STUDIES on Council Tax Enforcement

Ms. F is a lone parent on ESA, has mental health issues, struggling with rent arrears leading to a suspended possession order. Council Tax enforcement demanded £100 per month to pay current Council Tax arrears and insisted this was a reasonable arrangement, although increasing the risk of her losing her home.

Ms. B has mental health issues, despite which bailiffs decided on Council Tax enforcement rather then deductions from benefits. No information provided about potential s.13a LGFA application or Severe Mental Impairment exemption, unreasonable demands of payment. Resident advised to spend less on heating by Council Tax department.

Mr. D has been in and out of work, on JSA or zero hours contracts, leaving him on low income. Family bereavement leading to imposition of bedroom tax and increased demands on his budget. Enforcement by Lewisham Enforcement Services demanding unreasonable weekly payment for Council Tax arrears forcing resident to rely on food banks or go without food.

5. FINANCIAL REVIEW

Financial Position

Citizens Advice Lewisham has had another good year, continuing the stabilisation of our finances and continuing to increase the charity's reserves with a surplus of £85,806.

Following the change in accounting treatment in 2016/17 the charity's share of the liabilities associated with a National CAB Pension Plan is reflected in the CAL accounts. It is worth noting, though, that any crystallisation of this liability would be managed at a national level. Please see note 19 for more information.

Incoming resources in the year were £1,082,017 (2018-19 £1,001,435). Of this, £976,714 (2018-19 - £838,007) related to project restricted activities, i.e. purpose and application of funding was expressly defined by the funder.

A surplus of £85,806 was made in the year (2018-19 £116,765). At 31 March 2020 reserves were £275,378 of which £251,371 represented unrestricted funds and restricted funds were £24,007.

Reserves Policy

At their Away Day on 24th April 2019, Trustees agreed that CAL would aim to build up three months of reserves by 2022. The recommendation from Citizens Advice nationally, is to maintain 3 months operating costs in unrestricted reserves.

In the meantime, CAL would operate with 2 months cover. Trustees were comfortable with the level of stability provided by the newly secured three year grant. Other than salaries, there are no major liabilities as the premises are on licence and equipment and servicing is paid monthly.

In assessing the drivers for the appropriate reserve level, Trustees wanted sufficient resource to cover unplanned events but also wanted to ensure they were maximising the resource for the benefit of clients and the community. They felt that the new grant and high demands required a strong level of investment to deliver the increase in volume. The need and capability to react to the impact of COVID-19 on service delivery and client access is a good example of the value of this prudent approach.

With unrestricted reserves currently in excess of £250,000, CAL has exceeded its reserve target, two years ahead of plan.

Restricted Reserves
Restricted funds are those restricted by the donor or funder and cannot be used for the general purposes of the bureau. Their existence, and the sums of money therein, do not imply that there has been an underspend but may result from a variety of circumstances including timing differences between the bureau's financial year and the funding year of the project concerned.

This reserves policy is monitored and reviewed by Trustees annually.

Principal Funding Sources
The Trustees extend their gratitude to Lewisham Council who continued to support the core operating capacity of the charity. Additionally, project-specific funding was received from:

- London & Quadrant and Phoenix Community Housing for specialist money advice and generalist advice to their tenants.
- Citizens Advice for our Energy Advice Programme project, helping clients with issues around fuel and directly from Business, Enterprise and Industrial Strategy Department.
- DWP for Help to Claim through Citizens Advice.
- Debt Free London subcontracted through Toynbee Hall for the Money and Pension Service.
- Trust for London for the Lewisham Law Service.

The charity did not have any borrowings from either providers of funding or other sources at the balance sheet date.

Funds in Deficit
No funds were in deficit at the balance sheet date.

Investment Policy
As required in its Memorandum paragraph 3.19, in furtherance of its objects, and for no other purposes, the charity has the power to invest the monies of the charity not immediately required for its purposes in 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.

6. FUTURE PLANS

CAL aims to continually improve access to its service, and intends to reach even more local residents, especially the most vulnerable. Our three-year business plan identifies the following objectives for 2020-23:

Strategic Objectives (2020-23)

1. Deliver a good quality, multi-channel service to 30,000 Lewisham residents that enables the majority of people to source and identify their own solutions (by Dec 2021).
2. Establish an evidence base of information/advice/legal need and provision in the borough and work with the council/other partners to direct resources/new funding (by Mar 2021).
3. Co-ordinate a network of community-based organisations that collaborate to enhance the well-being of individuals/their families and help maintain independent living (by Jun 2021).
4. Establish a high performing culture by investing in CAL's internal processes, people plan and ICT (by Dec 2020).
5. Secure additional income streams to augment funding from the Council increase financial resilience (by June 2022).

Investment in digital technology will increase access and enable us to scale up from our target of serving 22,000 in 2019-20, to 26,000 in 2020-21 and 30,000 by 2022.

Relationships with other information and advice providers remain vital to shore up the diversity of provision for local residents and tighten the safety net for the most vulnerable. CAL will develop its evidence base of need and vulnerability and work with local partners to co-locate services in the community.

Staff Development continues to be an important feature of the forward plan. CAL continues to invest in a Learning and Development Programme for Staff and Volunteers. This includes group-based training for everyone on the Third Wednesday each month, specialist and continuous improvement where appropriate and personalised development plans for a number of key staff. Staff and volunteers also benefit from an Employee Assistance Programme to help deal with personal problems that might adversely impact work performance, health and wellbeing. Against a backdrop of continual change in funding and expectations of contractors, attention to individual and team morale will remain vital. CAL will continue to invest in the administration and systems that facilitate strong teamwork and develop our partnership capacity.

Among the challenges presented by COVID-19 is the health and well-being of staff and volunteers. Safe working practices will remain uppermost as we plan a phased return to the Leemore. We will also increase online social activities to maintain motivation and develop organisational culture.

Statement of Trustees' Responsibilities
The trustees (who are also directors of Lewisham Citizens Advice Bureaux Service Limited 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 year. In preparing these Financial Statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP 2019 (FRS 102).
- Make judgements and estimates that are reasonable and prudent.
- 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 operation.

The Trustees are responsible for keeping adequate 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.

LEWISHAM CITIZENS ADVICE BUREAUX SERVICE LIMITED
Report of the Trustees (incorporating the Directors Report) for the year ended 31 March 2020

Statement as to Disclosure of Information to Auditors
So far as the trustees are aware, there is no relevant audit information of which the charitable company's auditor is unaware, and each trustee has taken all the steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

Auditors
The Auditors, Myrus Smith, Chartered Accountants have indicated that they are willing to be reappointed at the forthcoming Annual General Meeting.

Small Company Provision
This Trustees' Report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approval
Approved and signed on behalf of the Board on 4 November 2020.

M. J. Beane

Malcolm Beane
Treasurer

LEWISHAM CITIZENS ADVICE BUREAUX SERVICE LIMITED

Independent Auditor's Report to the members of Lewisham Citizens Advice Bureaux Service Limited

We have audited the financial statements of Lewisham Citizens Advice Bureaux Service Limited (the 'charitable company') for the year ended 31 March 2020 which comprise the Statement of Financial Activities, Balance Sheet , 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, 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 2020, 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 Auditor's 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Report of the Trustees, other than the financial statements and our auditor's report 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.

Independent Auditor's Report to the members of Lewisham Citizens Advice Bureaux Service Limited

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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' 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 directors' report.

We have nothing to report in respect of the following matters in relation to which 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 directors' 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 directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement (set out on page 14), the trustees 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.

Independent Auditor's Report to the members of Lewisham Citizens Advice Bureaux Service Limited

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.

Auditor's 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 auditor's 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.

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 auditor's report.

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 auditor's 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.

Stephen Jones FCA (Senior Statutory Auditor)
For and on behalf of Myrus Smith
Chartered Accountants and Statutory Auditors
Norman House, 8 Burnell Road
Sutton, Surrey
SM1 4BW

4 November 2020

LEWISHAM CITIZENS ADVICE BUREAUX SERVICE LIMITED
Statement of financial activities for the year ended 31 March 2020
Incorporating the Income and Expenditure Account

	Note	Unrestricted funds £	Restricted funds £	Total funds 2020 £	Total funds 2019 £
Income from:					
Donations and legacies	2	2,212	-	2,212	7,391
Charitable activities	3	101,319	976,538	1,077,857	992,577
Investment income	4	1,772	176	1,948	1,467
Total		105,303	976,714	1,082,017	1,001,435
Expenditure on:					
Charitable activities	5	17,295	978,916	996,211	884,670
Total Expenditure		17,295	978,916	996,211	884,670
Net income before transfers	9	88,008	(2,202)	85,806	116,765
Transfers between funds		-	-	-	-
Net movement in funds for the year	15	88,008	(2,202)	85,806	116,765
Reconciliation of funds:					
Balance brought forward	15	163,363	26,209	189,572	72,807
Balance carried forward	15	£251,371	£24,007	£275,378	£189,572

The Statement of Financial Activities includes all recognised gains and losses during the year.

All income and expenditure derives from continuing activities.

The notes form part of these financial statements

LEWISHAM CITIZENS ADVICE BUREAUX SERVICE LIMITED
Balance Sheet as at 31 March 2020

	Note	2020		2019	
		£	£	£	£
Fixed Assets					
Tangible fixed assets	11		1,333		2,943
Current Assets					
Debtors	12	101,163		276,585	
Cash at bank and in hand		628,531		99,176	
		729,694		375,761	
Creditors - amounts falling due within one year	13	355,931		84,015	
Net Current Assets			373,763		291,746
			375,096		294,689
Pension scheme liability	19		(99,718)		(105,117)
Net Assets	14		£275,378		£189,572
Funds of the Charity					
Unrestricted funds	15				
General funds			351,089		268,480
Pension Liability			(99,718)		(105,117)
Restricted Funds	15		24,007		26,209
			£275,378		£189,572

The financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

The financial statements were approved by the trustees and authorised for issue on 4 November 2020 and signed on their behalf by:

CWhite .... M. J. Beane ....

Cosette Reczek
Chair

Malcolm Beane
Treasurer

Company number: 03038147

The notes form part of these financial statements.

LEWISHAM CITIZENS ADVICE BUREAUX SERVICE LIMITED
Statement of Cash flows
As at 31 March 2020

	Note	2020 £	2019 £
Cash flows from operating activities	17	527,407	(189,921)
Cash flows from investing activities			
Interest received	4	1,948	1,467
Net increase / (decrease) in cash and cash equivalents		529,355	(188,454)
Cash and cash equivalents brought forward		99,176	287,630
Cash and cash equivalents carried forward		£628,531	£99,176
Cash and cash equivalents consists of:			
Cash at bank and in hand		£628,531	£99,176

1. Accounting policies

a) Basis of preparation

Lewisham Citizens Advice Bureaux Service Limited is a charitable company limited by guarantee registered in England and Wales. 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. The address of the registered office is given in the 'Reference and Administrative Information' on page 1.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements have been prepared in accordance with 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) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

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.

b) Tangible fixed assets and depreciation

The costs of minor additions costing below £1,000 are not capitalised. This policy is reviewed periodically by the trustees.

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

Computer and office equipment	- 33% straight line or over whole term of the lease
Fixtures and fittings	- 33% straight line or over whole term of the lease

c) Income recognition

Contract and grant income is accounted for in the Statement of Financial Activities ("SOFA") when the charity has entitlement to the income, receipt is probable and amounts can be measured with reasonable certainty. Income received which relates to a future accounting period is recognised in creditors as deferred income. Bank interest is recognised on a receivable basis. Donations are recognised upon receipt.

d) Expenditure recognition

Expenditure is recognised on an accruals basis as a liability when incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.

Charitable expenditure comprises services supplied and activities undertaken which are identifiable as wholly or mainly in support of the charity's objectives.

Support costs are those costs which enable the charitable activities to be undertaken and include overheads and general property maintenance. Where activities incurred relate to more than one cost category, they are apportioned on the most appropriate basis, and predominantly with reference to staff time, on a reasonable and consistent basis.

Governance costs are those costs associated with the governance arrangements of the charity, and these include audit, legal advice for trustees, costs associated with trustee meetings and the cost of the preparation of the statutory financial statements.

Notes to the financial statements for the year ended 31 March 2020

1. **Accounting policies**/cont'd...

e) **Fund accounting**
The unrestricted general funds are those funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are those funds which are to be used in accordance with specific restrictions imposed by the donors. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

f) **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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

g) **Operating leases**
Rentals under operating leases are charged to the SOFA on a straight – line basis over the lease term.

h) **Pension costs**
CAL participates in 2 pension schemes;

Contributions payable under the schemes are charged to the Statement of Financial Activities in the year to which they refer:

a) The Pension Trust Growth Plan has four different series within the one pension scheme. CAL participates in two of these series. It previously entered staff into a defined benefit series and it now enrolls new staff into the defined contribution one.

The defined benefit series had been classified as a defined contribution "money purchase" scheme, but has now been redesignated as a defined benefit scheme because of the guarantee within the scheme that the value attributed to each member will not be less than the accumulated contributions. Consequently this places a potential contingent liability on employers, see also note 18, although CAL has no deficit contributions payable under the scheme. The pension contributions charged in these accounts represent the amounts payable by the company for this scheme in respect of the year 2019-20.

b) National Association of Citizens Advice Bureaux Pension and Assurance Plan (1991) is a defined benefit arrangement. However, this scheme is a multi-employer scheme and is also accounted for as a defined contribution scheme because the charity is unable to identify its share of the underlying assets and liabilities on a consistent and reasonable basis in accordance with Section 28 of FRS 102. As the charity has an agreed deficit contribution scheme in place, a liability has been included for the value of these future payments, discounted to their present value. This scheme was closed to future accrual with effect from 31 March 2008. Further details are provided in note 19.

2 Donations and legacies	Unrestricted 2020	Restricted 2020	Total 2020	Total 2019
Voluntary income				
Donations	£2,212	£Nil	£2,212	£7,391

All of the £7,391 recognised in 2019 related to unrestricted funds.

3 Income from Charitable Activities

	Unrestricted 2020 £	Restricted 2020 £	Total 2020 £	Total 2019 £
London Borough of Lewisham	-	542,714	542,714	424,487
Advice Lewisham	-	-	-	71,027
Capitalise	-	273,648	273,648	288,185
National CA - EBDx	-	15,000	15,000	18,750
National CA - Help to Claim	-	108,176	108,176	12,304
TFL - Legal Team	-	37,000	37,000	23,254
Other Income	101,319	-	101,319	154,570
	£101,319	£976,538	£1,077,857	£992,577

Of the £992,577 recognised in 2019, £154,570 related to unrestricted funds and £838,007 related to restricted funds.

4 Investment Income	Unrestricted 2020	Restricted 2020	Total 2020	Total 2019
Bank Interest received	£1,772	£176	£1,948	£1,467

All of the £1,467 recognised in 2019 related to unrestricted funds.

5 Expenditure on Charitable Activities	Direct Costs (note 6)	Support Costs (note 7)	Total 2020	Total 2019
Information and advice services	£944,110	£52,101	£996,211	£884,670

£17,295 (2019: £42,856) of the above costs was charged to unrestricted funds and £978,916 (2019: £841,814) of the above costs was charged to restricted funds.

6 Analysis of Direct Costs

	2020 £	2019 £
Staff Costs (Note 10)	777,858	699,097
Other direct costs	166,252	121,190
	£944,110	£820,287

7 Analysis of Support Costs

	2020 £	2019 £
Office costs	39,237	49,792
Premises costs	39	1,459
Other costs	7,623	5,399
Governance costs (Note 8)	10,601	12,098
Pension liability movement	(5,399)	(4,365)
	£52,101	£64,383

8 Governance Costs

	2020 £	2019 £
Legal, Professional and finance	4,560	7,485
Audit	5,500	4,500
Trustee Board	541	113
	£10,601	£12,098

9 Net income for the year

This is stated after charging:

	2020	2019
Depreciation	£1,610	£1,610
Auditor's remuneration – audit services	£5,500	£4,500

10 Information regarding Trustees, Directors and Employees

	2020 £	2019 £
Wages and salaries	663,088	601,727
Recruitment costs	20,729	20,275
Social security costs	54,879	43,931
Pension costs	23,633	19,269
Staff training and travel costs	15,529	13,895
	£777,858	£699,097

The average number of staff employed by the charity (full time equivalent) was:

	2020	2019
Direct charitable work	27	22
Administrative	1	1
	28	23

No employee received total employee benefits (excluding employer pension costs) in excess of or more than £60,000 per annum.

Trustees and key management personnel remuneration and expenses

No trustee received any remuneration in respect of services as a trustee during the year (2019: £Nil). No expenses were claimed by nor reimbursed to any trustees during this or the previous year.

The total amount of employee benefits received by key management personnel was £52,180 (2019: £52,207). Under FRS 102, employee benefits include gross salary, employer's national insurance, employer's pension contributions and benefits in kind.

11 Fixed assets

	Computer Equipment £	Fixtures, fittings and equipment £	Total £
As at 1 April 2019 and 31 March 2020	£4,878	£Nil	£4,878
Depreciation			
At 1 April 2019	1,935	-	1,935
Charge for the year	1,610	-	1,610
Disposals	-	-	-
At 31 March 2020	£3,545	£Nil	£3,545
Net book value at 31 March 2020	£1,333	£Nil	£1,333
Net book value at 31 March 2019	£2,943	£Nil	£2,943

12 Debtors

	2020 £	2019 £
Trade debtors	20,455	90,391
Prepayments	46,718	16,070
Accrued income	33,990	170,124
	£101,163	£276,585

13 Creditors - amounts falling due within one year

	2020 £	2019 £
Trade creditors	49,173	7,825
Other creditors including tax and social security	16,794	26,676
Accruals	73,281	49,514
Deferred income (e.g. grants in advance)	216,683	-
	£355,931	£84,015

Deferred income analysis

	2020 £	2019 £
As at 1 April 2019	-	118,674
Additions during the year	216,683	-
Amounts released to income	-	(118,674)
As at 31 March 2020	£216,683	£Nil

Deferred income of £216,683 included above relates to grant income received during the year but relating to future accounting periods.

14 Analysis of net assets between funds

2020	General Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	1,333	-	1,333
Current assets	705,687	24,007	729,694
Other liabilities	(455,649)	-	(455,649)
Net assets at 31 March 2020	£251,371	£24,007	£275,378

Comparative information for the analysis of net assets between funds in the previous financial year is as follows:

2019	General Funds £	Restricted Funds £	Total Funds £
Tangible fixed assets	2,943	-	2,943
Current assets	265,537	26,209	291,746
Other liabilities	(105,117)	-	(105,117)
Net assets at 31 March 2019	£163,363	£26,209	£189,572

15 Movement in funds

2020	At 1 April 2019 £	Income £	Expenditure £	Transfers £	At 31 March 2020 £
Restricted Funds					
London Borough of Lewisham	-	542,714	(516,362)	-	26,352
Capitalise	16,997	273,824	(291,720)	-	(899)
National CA EBDx	158	15,000	(15,823)	-	(665)
National CA Help to Claim	5,164	108,176	(113,852)	-	(512)
TFL - Legal Team	3,890	37,000	(41,159)	-	(269)
Total Restricted Funds	£26,209	£976,714	£(978,916)	£Nil	£24,007
Unrestricted Funds					
General funds	268,480	105,303	(22,694)	-	351,089
Pension Liability	(105,117)	-	5,399	-	(99,718)
Total Unrestricted funds	£163,363	£105,303	£(17,295)	£Nil	£251,371
Total funds	£189,572	£1,082,017	£996,211	£Nil	£275,378

15 Movement in funds/cont'd...

2019	At 1 April 2018 £	Income £	Expenditure £	Transfers £	At 31 March 2019 £
Restricted Funds					
London Borough of Lewisham	-	424,487	(430,006)	5,519	-
Capitalise	1,294	288,185	(272,482)	-	16,997
Advice Lewisham	13,123	71,027	(94,153)	10,003	-
National CA EBDx	77	18,750	(18,669)	-	158
National CA Help to Claim	-	12,304	(7,140)	-	5,164
TFL - Legal Team	-	23,254	(19,364)	-	3,890
Total Restricted Funds	£14,494	£838,007	£(841,814)	£15,522	£26,209
Unrestricted Funds					
General funds	167,795	163,428	(47,221)	(15,522)	268,480
Pension Liability	(109,482)	-	4,365	-	(105,117)
Total Unrestricted funds	£58,313	£163,428	£(42,856)	£(15,522)	£163,363
Total funds	£72,807	£1,001,435	£(884,670)	£Nil	£189,572

Restricted funds:

London Borough of Lewisham - our core activity is funded by the Local Authority.
Capitalise - pan-London partnership project which receives funding from the government's Financial Inclusion Fund. This project enables us to increase the level of face to face debt advice.
Advice Lewisham - CAL is the lead partner for this partnership and thus administers funds on behalf of the other partner organisations.
National CA EBDx - Energy Best Deal Extra (EBDx) reached consumers who are vulnerable to, or are in, fuel poverty, and those who might benefit from energy advice and on matters relating to their wider circumstances
National CA Help to Claim – This project offers end-to-end support to help people make a new Universal Credit claim
TFL - Legal Team - Trust for London project supporting individuals with legal issues and providing, access to specialist advice for disadvantaged residents.

16 Financial commitments

Operating lease commitments
Total minimum lease payments due under non-cancellable operating leases for equipment are as follows:

	2020 £	2019 £
Due within one year	4,470	4,470
Due within one to five years	4,470	8,940
	£8,940	£13,410

17 Reconciliation of net income/expenditure to net cash flow from operating activity

	2020 £	2019 £
Net movement in funds	85,806	116,765
Interest receivable	(1,948)	(1,467)
Depreciation	1,610	1,610
Movement in pension scheme liability	(5,399)	(4,365)
Decrease/(increase) in debtors	175,422	(231,535)
Increase/(decrease) in creditors	271,916	(70,929)
	£527,407	£(189,921)

18 Contingent liabilities

CAL has potential financial obligations in respect of pension entitlements for past and present staff arising under the Pensions Trust defined benefit pension scheme, which do not need to be provided for in these Financial Statements. In the case of the Pensions Trust Growth Plan scheme it has been confirmed that on the basis of the actuarial assessment of the buy-out funding position at 30 September 2019, the employer debt on withdrawal liability for CAL is £34,424.

19 NACAB pension scheme

Citizens Advice ('the Principal Employer') operates a defined benefit scheme ('the Plan') in the UK which provides both pensions in retirement and death benefits to members. Pension benefits are related to the members' final salaries at retirement and their length of service at the date they retired or left pensionable service. The Plan closed to future accrual on 31 March 2008. The Plan also contains some money purchase AVCs and protected rights funds, which are not included in these disclosures.

In accordance with the schedule of contributions in force over the 2020/21 accounting year, the contributions to the Plan for the year ending 31 March 2021 are expected to be £2,049,000, which includes £1,749,000 towards the deficit and £300,000 as an allowance for administration expenses and all scheme levies. A new schedule of contributions is likely to be agreed during the year following the completion of the actuarial valuation as at 31 March 2019. However, this has not yet been finalised.

The Plan is a registered scheme under UK legislation. The Plan is subject to the scheme funding requirements outlined in UK legislation. The Plan is governed by the Plan's Trust Deed and Rules dated 4 April 2011. The Trustee is responsible for the operation and the governance of the Plan, including making decisions regarding the Plan's funding investment strategy (although they are required to consult the Principal Employer).

A full actuarial valuation of the Plan was carried out as at 31 March 2020 by a qualified independent actuary, based upon membership data as at 31 March 2019, allowing for assumed membership movements over the period from this date, and any material membership movements significantly different from those assumed (e.g. transfers out). The formal triennial actuarial valuation as at 31 March 2019 is currently being undertaken.

The most recent formal actuarial valuation of the Plan was as at 31 March 2016 and revealed a funding deficit of £52,374,000. In the recovery plan agreed following the valuation, the Principal Employer and other participating employers agreed to pay deficit reduction contributions of £1,749,000 per annum with the view to eliminating the deficit by 31 December 2033. As mentioned above, the formal triennial actuarial valuation as at 31 March 2019 is currently ongoing and once this has been finalised a new recovery plan is likely to be put in place.

The liabilities of the Plan are based on the current value of expected benefit payment cashflows to members of the Plan over the next 60 or more years. The average duration of the liabilities is approximately 16 years.

The Plan is exposed to actuarial risks such as market (investment) risk, interest rate risk, inflation risk, currency risk and longevity.

The major assumptions used by the actuary were (in nominal terms) as follows:

	As at 31/03/2020	**As at 31/03/2019**
Discount rate	2.40%	2.50%
Inflation (RPI)	2.80%	3.50%
Inflation (CPI)	2.00%	2.50%
Revaluation of deferred pensions in excess of GMP	2.00%	2.50%
Pension in payment increases of:		
- CPI or 5% p.a. if less	2.00%	2.50%
- CPI inflation since retirement or 5% p.a. compound if less	2.00%	2.50%
- CPI or 3% p.a. if less	1.90%	2.30%
Commutation of pension for cash at retirement	75% of HMRC maximum	75% of HMRC maximum

	As at 31/03/2020	As at 31/03/2019
Assumed life expectancies on retirement at age 65 are:		
Retiring today - Males	21.2	22.0
Retiring today - Females	24.1	24.8
Retiring in 20 years time - Males	22.6	23.4
Retiring in 20 years time - Females	25.6	26.3

	Value at 31/03/2020 £000s	Value at 31/03/2019 £000s
The assets in the Plan were:		
Multi asset funds	61,086	66,177
Structured Equity	24,279	21,952
Cash	594	753
Fair value of Plan assets	**85,959**	**88,882**
The actual return on assets over the period was:	**188**	**7,413**
Present value of funded obligations	(140,310)	(144,378)
Fair value of Plan assets	85,959	88,882
Surplus/(deficit) in funded scheme	**(54,351)**	**(55,496)**

Reconciliation of opening and closing balances of the present value of the defined benefit obligation

	31/03/2020 £000s	31/03/2019 £000s
Benefit obligation at beginning of year	144,378	125,822
Current service cost	866	629
Interest cost	3,549	3,382
Actuarial (gains)/losses	(2,823)	16,264
Benefits paid and expenses	(5,660)	(3,752)
Past service cost	-	2,033
Benefit obligation at end of year	**140,310**	**144,378**

Reconciliation of opening and closing balances of the fair value of Plan assets

	31/03/2020 £000s	31/03/2019 £000s
Fair value of Plan assets at beginning of year	88,882	82,672
Interest income on Plan assets	2,183	2,216
Return on assets, excluding interest income	(1,995)	5,197
Contributions by employers	2,549	2,549
Benefits paid and expenses	(5,660)	(3,752)
Fair value of Plan assets at end of year	**85,959**	**88,882**

The amounts recognised in profit or loss:

	31/03/2020 £000s	31/03/2019 £000s
Service cost - including current and past service costs, and settlements	-	2,033
Service cost - administrative cost	866	629
Net interest on the net defined benefit liability	1,366	1,166
Total expense	**2,232**	**3,828**

Remeasurements of the net defined benefit liability (asset) to be shown in OCI:

	31/03/2020 £000s	31/03/2019 £000s
Actuarial (gains)/losses on the liabilities	(2,823)	16,264
Return on assets, excluding interest income	1,995	(5,197)
Changes in the effect of the asset ceiling excluding interest income	-	-
Total remeasurement of the net defined benefit liability (asset) to be shown in OCI	**(828)**	**11,067**