

A company limited by guarantee,
registered in England No. 08316345
and a Registered Charity
No.1150501

COMMUNITY ACTION SUFFOLK
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014

**COMMUNITY ACTION SUFFOLK
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014**

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**COMMUNITY ACTION SUFFOLK
REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS
TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2014**

Trustees

Mr C J Briggs (resigned 25 September 2014)
Mr C R Eames (resigned 25 September 2014)
Mr D Field * (resigned 31 July 2014)
Mr J A H McLeod (resigned and reappointed 25 September 2014)
Mrs G J Parsons (resigned 25 September 2014)
Mrs H J Greengrass (resigned and reappointed 25 September 2014)
Mr J E Shaw (resigned and reappointed 25 September 2014)
Mrs A S Skailes* (Chair, appointed 3 December 2012)
Mr J Overbury (resigned 5 June 2014)
Dr J Sheldon (appointed 25 September 2014)
Mr M A Smith (resigned 31 July 2014)
Mr G Watson* (appointed 25 September 2014)
Mr I A Winslet* (appointed 25 September 2014)

* Finance, audit and risk committee member

Company registered number

08316345

Charity registered number

1150501

Registered office

Community Action Suffolk Brightspace, 160 Hadleigh Road, Ipswich, Suffolk, IP2 0HH

Company secretary

Mr E Day (resigned 15 May 2014)
Mr T J R Bright (appointed as interim 15 May 2014)

Chief executive officer

Miss N Thompson (resigned 1 September 2014 – a process is underway to recruit a new CEO)

Auditors

Larking Gowen, 1 Claydon Business Park, Great Blakenham, Ipswich, Suffolk, IP6 0NL

Lawyers

Birketts LLP, 24-26 Museum Street, Ipswich, Suffolk, IP1 1HZ

Bankers

Barclays Bank PLC, Martlesham Heath, Ipswich, IP5 7PW

COMMUNITY ACTION SUFFOLK TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2014

The Trustees of Community Action Suffolk (CAS), (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements for the year ended 31 March 2014. The Trustees confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in March 2005. The information on page 1 forms part of this report.

Objects, Objectives and Principal Activities of the Charity

Our aims and objectives

Our charity's objects are set out in the company's Memorandum of Association, adopted on 3 December 2012. The objects are to promote any purpose that is charitable under the laws of England and Wales, and in particular and without limitation to promote the voluntary sector in Suffolk.

Community Action Suffolk's vision is that Suffolk communities are stimulated, empowered and strengthened through an effective and sustainable voluntary and community sector.

Its mission is to strengthen and champion community action in Suffolk by supporting the voluntary and community sector (VCS) in its work.

Our core aims

Our strategic aims are to improve the economic vitality and the health and wellbeing of communities across Suffolk. We do this by delivering quality infrastructure services to strengthen and champion the voluntary and community sector in Suffolk.

Our core objectives for the year were to build on the services offered by the legacy organisations while at the same time completing the merger integration project. We have a strong focus on partnership working. We aimed to:

- Stimulate and develop impactful community and voluntary action through community development networks and programmes and our volunteering services
- Increase the impact and resilience of the VCS across the county through delivering capacity building services and training
- Create and maintain influential, equitable and beneficial relationships across all sectors, business, public and voluntary through commitment to partnership working and our voice and representation work
- Complete the merger integration project to enable the development of CAS as a profitable and impactful organisation.

CAS has three cross cutting themes for all its activities - children and young people, volunteering and responding to issues specific to rural communities.

Ensuring that our work delivers our aims

It is our intention to review aims, objectives and activities each year. In this first year of operating we have worked to transform operations such that we can deliver and develop our work programmes. Future reviews will assess the success of each key activity and the benefits these have brought to those groups of people we are set up to support. Where necessary activities will be amended or in some cases may even cease.

Public Benefit

The Trustees confirm that in exercising their powers and duties, they have complied with the duty in section 17 of the Charities Act 2011, to have due regard to the Charity Commissioners general guidance on public benefit.

COMMUNITY ACTION SUFFOLK TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2014

Achievements and Performance

Community Action Suffolk (CAS) was formed through the merger of ten voluntary and community infrastructure organisations on the 1 April 2013. The creation of a single infrastructure organisation for Suffolk has been cited as an example of best practice transformative change, at both local and national levels. During the first year we have worked hard to create a strong and joined up presence across Suffolk, providing support services to the Voluntary and Community Sector (VCS).

Year one concentrated on delivering the merger working principles - to listen to local need, to respond appropriately and effectively and to provide enhanced access to support services across the county, in terms of geographical access and the quality of services.

Work was split between:

1. The first six months to 30 September 2013: integrating the ten legacy organisations while at the same time ensuring that service delivery and fundraising took place, as a minimum on a business as usual basis.
2. The six month period to 31 March 2014: delivering existing activities, developing new work programmes and continuing the merger integration process.

Merger integration

- Successfully completing transition of staff and resources to CAS while delivering services with minimum disruption.
- A complete review of cross county staffing structure. This led to a significant restructure to build the required leadership and team structures. The new structure will allow a county-wide strategy to be delivered through four locality teams.
- Brand development of the new organisation with associated PR and marketing - a new website, signage, external and internal newsletters.
- CAS was formally launched in September with:
 - the key event at Endeavour House Ipswich being opened by Councillor Colin Spence, Suffolk County Council Cabinet Lead for the Voluntary and Community Sector(VCS). Sir Stuart Etherington, Chief Executive of the National Council of Voluntary Organisations (NCVO), spoke about the importance of VCS organisations in supporting communities in the current economic climate and Suffolk's national lead in delivering a transformational change programme that had seen ten local VCS infrastructure organisations come together to form Community Action Suffolk
 - eight local launch events were subsequently held across the county in autumn 2013, where trustees and staff met with local VCS organisations and other stakeholders to introduce the senior leadership team, local teams and the full range of services to be delivered.
 - in all the 9 launch events were attended by 450 people and a total of 960 minutes were spent networking with local groups.
- The first staff conference held, bringing together all staff for the first time and aptly named "The Time is Now". This was an opportunity to celebrate the past and to focus on the work necessary to become a new unified organisation.
- The introduction in December of the staff performance management system "Induction Plus". Tying in personal role objectives with the wider goals and activities of the organisation.
- The development and launch of the CAS membership offer, attracting around 1,000 members into the new organisation.

Specific service highlights for 2013/14

During the second half of the year with staffing structures in place, emphasis was on developing the direction of the organisation, building on existing services and developing new work programmes.

COMMUNITY ACTION SUFFOLK TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2014

Community Development and Volunteering

- A county wide conference was held for Neighbourhood planning. Attended by 6 out of 7 District Councils and with over 100 delegates from 61 parishes.
- We began the delivery of the Talent Match 5 year programme in Ipswich and Waveney Districts supporting hard to reach young people to break down the barriers that they face when seeking work or training.
- We expanded the Suffolk Wheels to Work scheme with 20 new scooters acquired allowing more rurally isolated people to reach work or training.
- We launched a new community car scheme partnership run entirely by volunteers which decreased the impact of rural isolation
- We transformed the volunteering offer to ensure equal access wherever you live in Suffolk. The integrated "DO-IT" online system now provides an effective one stop shop for volunteering avoiding duplication of service provision and inequality of access to services
- We delivered significant impact through the volunteering programmes – to volunteers, the organisations they work for, its beneficiaries, the wider community and local economy. A total of 139 volunteer surgeries took place with at least 800 volunteers placed in 97 different organisations. This work could not be performed without the generous time given by the 350 in our County events team for which we are extremely grateful.
- We held a hugely enjoyable Gamesmakers celebration to celebrate over 60 volunteers who were involved at London 2012 Olympics and to explore how the Games legacy can have longer term benefits for Suffolk.

Capacity building services and training

- We increased provision of courses and training including a range of courses targeted at new and emerging organisations and funding and development surgeries;
- e-learning courses with over five hundred toolkits downloaded during the year. In total around 600 people attended over sixty courses.
- We continued to develop our support to VCS organisations in Suffolk through:
 - 42 organisations benefiting from IT support and 1,500 groups benefiting from our bespoke insurance schemes providing appropriate and affordable cover.
 - Orders placed for over 1.6m litres of oil with our community oil buying scheme achieving total savings of £75k by bulk buying and contributing to the reduction in fuel poverty
 - Nearly 3,000 DBS checks for over 200 organisations.

Voice and local representation

- We worked hard to earn recognition from the County Council, Police and Clinical Commissioning Groups as the key conduit for identifying effective representation from the VCS
- We enhanced and developed our partnership working through:
 - Completing year one of our five year partnership working with Suffolk County Council
 - Working in partnership to represent the VCS with the New Anglia Local Enterprise Partnership (New Anglia LEP), a body that historically had not had significant engagement with the VCS to date. This influenced the LEP to consider the inclusion of an additional £8m to be included in their Investment strategy to be used for match funding for the VCS.
- We represented the VCS on more than 40 statutory strategic forums across covering a wider range of areas including; health and social care, children and young people, economy, the police and community safety and equalities
- We supported the development of the "Working Together Forum" to strengthen the relationship between the VCS, Suffolk County Council and the Clinical Commissioning Groups
- We established a Young People's Health Ambassador which has helped develop our offer for creating a stronger voice for young people with nearly 700 young people consulted on health and social care issues.
- We established a VCS health and wellbeing network with around 50 members to enable VCS information and opinions be fed into Suffolk's Health and Wellbeing Board
- We introduced Locality and Specialist networks bringing voluntary and community sector organisations together to share best practice, information sharing and to have a stronger voice

COMMUNITY ACTION SUFFOLK TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2014

Future Plans

Twelve months post merger is a short space of time. CAS is a new organisation, still developing and taking shape. Over the forthcoming year we aim to consolidate the transformation work performed to date and work on embedding it throughout the organisation. There is still much to be done to shape and nurture such a young organisation. We are ambitious with our plans for service delivery. The Board seeks to embrace a culture of continuous learning and performance improvement with sound financial management and business planning.

In addition to building on and enhancing our current service delivery the emphasis for the next twelve months will be strengthening our internal operating capacity with a particular focus on greater efficiency and effectiveness.

Now that the immediate merger integration period has taken place it is time to assess where investment is required in the organisation. The Board has set the reserves policy with this in mind.

Structure, governance and management

Constitution

Community Action Suffolk is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 3 December 2012. Community Action Suffolk was formed to be the vehicle into which the assets of ten merging infrastructure organisations transferred at the end of 31 March 2013.

The Charity's governing document is its Memorandum & Articles of Association. There are no specific investment powers included in the organisation's governing document

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

Method of appointment and election of Trustees

Trustees (The "First Trustees") were appointed in accordance with the Articles of Associations and to meet the provisions for the 18 month transition period following the merger. The First Trustees were drawn from nine out of the ten merging organisations, with one trustee representing two organisations. There must be a minimum of three and no more than fifteen Trustees. The First Trustees may therefore co-opt up to six further Trustees. These Trustees will be co-opted following a review by the Board of the relevant skills and experience required by the organisation. The First Trustees stood down eighteen months post merger at the "First Retirement meeting". The Chair has an extension of a further twelve months given by a special resolution passed on 2 June 2014 to allow for continuity and a managed hand over to the new Board. At the end of the First Retirement meeting a new Board was appointed. This Board was recruited through a competitive process. An independent nominations committee ran the selection process and presented their recommendations to the Board for approval. Members were selected based on the skills and expertise required by the organisation and to reflect the diversity of the Suffolk communities. Thereafter at each annual Retirement Meeting a third of the Trustees will retire. Trustees can stand for two consecutive terms of three years after which they must take a break.

Trustee induction and training

New Trustees receive background material to familiarise themselves with the history and activities of the organisation as well as Charity Commission documentation to inform them of their responsibilities and obligations under charity law. In addition, they are briefed by the Chief Executive Officer on the key policies and operational issues. On appointment, Trustees are provided with a document which they are required to sign, giving guidance on their duties, responsibilities and code of conduct. Each year Trustees are required to renew their declarations regarding potential conflicts of interest.

COMMUNITY ACTION SUFFOLK TRUSTEES' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2014

Trustee remuneration

Trustees are unremunerated. However, they are able to claim for limited expenses. Amounts claimed during the year can be seen in Note 5 to the accounts. Director and Office Insurance is paid by the organisation.

Organisational structure and decision making

In accordance with the Articles, the Trustees are responsible for the management of the Charity's business, for which purpose they may exercise all the powers of the Charity. The Board of Trustees meets a minimum of four times a year. The Trustees are responsible for agreeing the overall strategy of CAS and the strategy is implemented by employed staff lead by the Chief Executive and the senior leadership team. There is an Audit, Finance and Risk subcommittee who meet regularly and submit reports and/or make recommendations to the subsequent meeting of the full Board that then make decisions as appropriate.

Management

Day to Day management is delegated to the Chief Executive and the senior leadership team. A significant restructuring process took place during the first six months of the year with a new leadership structure and associated teams put in place. The Chief Executive is responsible for ensuring that key performance indicators are met and that there is a developed business plan to underpin the strategy.

Related parties

CAS currently has five 100% owned trading subsidiaries with the specific purpose to generate income for the organisation. These are Property Services at CAS, Community Buying at CAS, DBS Services at CAS, IT Services at CAS and Business Services at CAS.

Risk Management

A strategic and operational risk register is maintained and updated monthly with the top five risks highlighted overall for both sections. The matrix structure of the report reflects both the impact of any risk and likelihood of its occurrence. Actions are identified to mitigate the risks together with a person responsible for risk mitigation.

The register is reviewed and updated monthly by the Senior Leadership team (SLT) and reviewed at each Board meeting. Significant external risks to funding have led to the inclusion of an income diversification and generation key performance indicator to be monitored. Work is ongoing to strengthen the processes and procedures required to limit the operational risks identified. A health and safety review was performed during the year to ensure full compliance with best practice standards.

There are five key strategic risks faced by CAS, which are detailed below together with the main mitigation controls.

**COMMUNITY ACTION SUFFOLK
TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2014**

Risk	Mitigation
Funding risk	Groups established focusing on income generation and membership; funding register maintained showing accurate funding position
Governance risk:	New board members induction and selection has gone well and was based on clear identification of required skills for the Board; establishment of sub-committees and more informal discussion between Board and Leadership
Leadership risk:	Action plan in place for decision making during CEO transition, more regular senior team meetings. CEO recruitment process under way.
Strategic focus risk:	Business planning process, monthly KPI monitoring and financial information developing well.
Reputational risk:	Regular monitoring meetings with the council, developing and producing and impact report

Investment policy

CAS maintains sufficient funds on current account to meet short term demands. Surplus funds are placed on deposit to provide the charity with the security of capital and an appropriate degree of liquidity.

Reserves policy

The reserves policy focusses on the level of free reserves. Free reserves are defined as unrestricted funds less:

- amounts not readily realisable (fixed assets)
- amounts to cover future building maintenance
- amounts to cover an orderly wind-down of the Charity should this be required.

A target free reserves level is set by the Trustees annually. This is based on a risk identification approach which identifies key short, medium and longer term risks to which the Charity is and will be exposed in the normal course of its business, including but not limited to safeguarding against volatile income streams and recognising the need for significant investment in the future income generation for the Charity. There is a probability that reserve levels will be reduced over 2014-2015. As the initial merger integration project completes there are a number of operational areas within the organisation that are being identified for investment. The unrestricted fund balance is £1,431k (£1,355k) and free reserves are £732k against a target of £850k. Further breakdown can be seen in note 14 to the accounts.

Operating performance

The accounts have been compiled using merger accounting.

The Statement of Financial Activities (SOFA) on page 11 shows an overall deficit for the year of £96.5k, which is a considerable improvement in the prior year deficit of £677k. Total income has decreased by £671k over the year – due to an overall reduction in statutory income, and the non-recurring grant income which funded the merger.

Resources expended were down significantly by £1.3m. There were significant reductions in staffing and support costs as a result of the merger as well as non-recurring costs from prior year, property impairment and increased spend of restricted balances pre-merger.

Reserves at 31 March 2014 were £2,516k, of which £1,431k is unrestricted.

COMMUNITY ACTION SUFFOLK TRUSTEES' RESPONSIBILITIES STATEMENT FOR THE YEAR ENDED 31 MARCH 2014

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- 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 that are sufficient to show and explain the charitable company and the group's transactions and disclose with reasonable accuracy at any time the financial position of the charitable group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the persons who are trustees at the time when this trustee' report is approved has confirmed that:

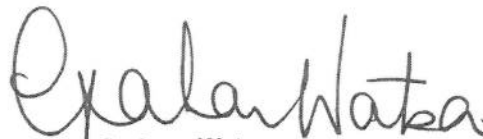
- so far as that trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that trustee has taken all the steps that ought to have been taken as a trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

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

This report was approved by the Trustees on 11 December 2014 and signed on their behalf by:



A S Skailes
Trustee



Graham Watson
Trustee

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF COMMUNITY ACTION SUFFOLK

We have audited the financial statements of Community Action Suffolk for the year ended 31 March 2014 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Balance Sheet and the related notes. 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).

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 and to the charitable company's trustees, as a body, in accordance with regulations made under section 154 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees 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 and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' Responsibility set out on page 8, 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.

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the APB's website at www.frc.org.uk/apb/scope/private.cfm.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2014, and of the group's 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 applicable to smaller entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF COMMUNITY ACTION SUFFOLK (CONTINUED)

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and Charities Act 2011 require us to report to you if, in our opinion:

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

Other Matter

As described in note 16, on 1 April 2013 ten Suffolk voluntary and community sector supporting organisations merged by transferring all their assets, liabilities and operations to Community Action Suffolk. The combination has been accounted for using merger accounting. The comparative figures are unaudited.



.....
Julie Grimmer FCA DChA, Senior Statutory Auditor

**For and on behalf of
Larking Gowen
Chartered Accountants and Statutory Auditors**

Ipswich

12 December 2014

COMMUNITY ACTION SUFFOLK
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2014

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2014 £	Total Funds 2013 £
Incoming resources					
Incoming resources from generated funds:					
Voluntary income		31,224	5,702	36,926	36,525
Activities for generating funds	3	590,771	-	590,771	744,512
Investment income		3,347	-	3,347	14,073
Incoming resources from charitable activities					
Grants receivable		715,863	914,190	1,630,053	2,079,410
Trading income		329,472	8,050	337,522	255,504
Other incoming income		48,047	38,646	86,693	227,026
Total incoming resources		1,718,724	966,588	2,685,312	3,357,050
Resources expended					
Cost of generating funds:					
Fundraising and trading costs	4	401,783	-	401,783	599,353
Charitable activities	4	1,202,158	1,138,420	2,340,578	3,369,058
Governance costs	4	39,458	-	39,458	65,469
Total resources expended		1,643,399	1,138,420	2,781,819	4,033,880
Net movement in funds		75,325	(171,832)	(96,507)	(676,830)
Reconciliation of funds					
Total funds brought forward		1,355,468	1,256,672	2,612,140	3,288,970
Total funds carried forward	14	1,430,793	1,084,840	2,515,633	2,612,140

The statement of financial activities includes all gains and losses recognised in the year. All incoming resources and resources expended derive from continuing activities.

The statement of financial activities incorporates an income and expenditure account.

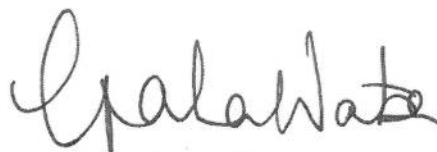
**COMMUNITY ACTION SUFFOLK
CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2014**

	Notes	£	2014 £	£	2013 £	£
Fixed assets						
Tangible assets	8		940,549		972,193	
Current assets						
Debtors	10	186,426		270,743		
Cash at bank and in hand		1,611,774		1,868,304		
			1,798,200		2,139,047	
Creditors: amounts falling due within one year	11	(223,116)		(499,100)		
Net current assets			1,575,084		1,639,947	
Net assets			2,515,633		2,612,140	
Funds						
Restricted funds	14		1,084,840		1,256,672	
Unrestricted funds			1,430,793		1,355,468	
Total funds			2,515,633		2,612,140	

The financial statements on pages 11 to 28 were approved by the board of trustees' on 11 December 2014 and were signed on its behalf by:



A S Skales
Trustee



Graham Watson
Trustee

Company number: 08316345

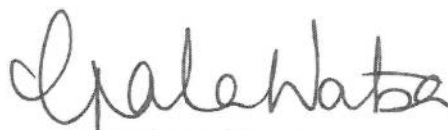
**COMMUNITY ACTION SUFFOLK
PARENT COMPANY BALANCE SHEET
AS AT 31 MARCH 2014**

	Notes	£	2014 £	£	2013 £	£
Fixed assets						
Tangible assets	8		940,549		972,193	
Investments	9		18		18	
			<u>940,567</u>		<u>972,211</u>	
Current assets						
Debtors	10	361,731		357,634		
Cash at bank and in hand		1,409,684		1,727,014		
		<u>1,771,415</u>		<u>2,084,648</u>		
Creditors: amounts falling due within one year	11	(201,351)		(449,721)		
		<u>(201,351)</u>		<u>(449,721)</u>		
Net current assets			1,570,064		1,634,927	
Net assets			<u>2,510,631</u>		<u>2,607,138</u>	
Funds						
Restricted funds			1,084,840		1,256,672	
Unrestricted funds			1,425,791		1,350,466	
			<u>2,510,631</u>		<u>2,607,138</u>	
Total funds	15		2,510,631		2,607,138	

The financial statements on pages 11 to 28 were approved by the board of trustees' on 11 December 2014 and were signed on its behalf by:



A S Skales
Trustee



Graham Watson
Trustee

Company number: 08316345

COMMUNITY ACTION SUFFOLK
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2014

1. Accounting policies

The significant accounting policies used in the preparation of these financial statements are:

a. Basis of accounting and consolidation

The financial statements are prepared under the historical cost convention.

The financial statements have been prepared in compliance with the Companies Act 2006, Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" published in March 2005, the requirements of the charity's governing document and the current statutory requirements.

The financial statements are prepared under the merger accounting rules detailed in FRS6 Acquisitions and Mergers. As described in note 16, on 1 April 2013, ten Suffolk voluntary and community sector supporting organisations merged by transferring all their assets, liabilities and operations to Community Action Suffolk. From 1 April 2013, Community Action Suffolk has undertaken the operations of the ten predecessor organisations. Under merger accounting all existing reserves are carried forward into the new charity. The prior year comparative figures have been restated as if the combined charity had always existed.

b. Group financial statements

Results of material subsidiaries have been included in the Statement of Financial Activities using the equity method of consolidation as they relate to trading activities, see note 3 for individual profit and loss accounts. Two subsidiary companies have been excluded from consolidation on the basis that they are immaterial (see note 9). The results of the parent company are included in the consolidated Statement of Financial Activities and are set out in note 2. The balance sheets of subsidiaries have been consolidated on a line by line basis.

As permitted by Companies Act 2006, Section 408 and paragraph 397 of SORP 2005 the Statement of Financial Activities of the parent company is not presented with these accounts.

The company does not come within the scope of FRS 1 and hence no cash flow statement is presented with these accounts.

c. Company status

The charity is a company limited by guarantee. The members of the company are the trustees' named in the Trustees' Report. 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.

d. Incoming resources

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions is recognised as earned (as the related goods or services are provided). Grant income included in this category provides funding to support performance activities and is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

e. Resources expended

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised when a constructive obligation arises that result in the payment being unavoidable.

Costs of generating funds are those incurred in attracting grant and other funding and those incurred in trading activities that raise funds.

COMMUNITY ACTION SUFFOLK
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014

e. Resources expended (continued)

Charitable activities include expenditure associated with community development and include both the direct and indirect costs relating to these activities.

Governance costs include those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

f. VAT

For VAT purposes the charity is partially exempt. The charity's irrecoverable VAT is treated as an expense and is included under the appropriate cost headings, under fundraising and trading costs and charitable activities.

g. Fixed assets & depreciation

Tangible fixed assets are recognised at cost and depreciated on a straight line basis over their estimated useful lives. Following the move to Brightspace the lives have been re-assessed as follows.

	Years
Freehold buildings	50
Office equipment	5
Fixtures and fittings	15
Motor vehicles	4 (or period of corresponding grant if less)

h. Investments

Investments are included at cost, less provision for impairment.

i. Funds

Funds fall into two categories; restricted, where their use is governed by the wishes of the entity providing the funds or the contractual terms under which the funds are earned and, unrestricted, where there are no pre-conditions to the use of the funds other than the charitable objectives of the organisation.

Funds are transferred from restricted to unrestricted funds as they become free from the relevant restrictions.

It is the aim of the charity to maintain the balance of unrestricted reserves at a level that would give it the ability to continue functioning in times of major funding change and to invest in projects for which only partial third party funding is available.

j. Pension scheme

The company contributes to the individual pension schemes to staff members and these amounts are charged to the Statement of Financial Activities when paid.

COMMUNITY ACTION SUFFOLK
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2014

k. Operating leases

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities as incurred.

2. Financial activities of the charity

The financial activities shown in the consolidated statement includes those of the charity's wholly owned subsidiaries as listed in note 3.

A summary of the financial activities undertaken by the parent charity is set out below:

	2014		2013	
	£	£	£	£
Incoming resources from:				
Generated funds	263,117		385,885	
Charitable activities	1,967,575		2,334,914	
Other incoming resources	86,692		227,053	
	<u> </u>		<u> </u>	
Total incoming resources		2,317,384		2,947,852
Resources expended:				
Generated funds	33,855		87,791	
Charitable activities	2,340,578		3,471,962	
Governance costs	39,458		64,929	
	<u> </u>		<u> </u>	
Total resources expended		2,413,891		3,624,682
Net incoming resources		(96,507)		(676,830)
Net movement in funds				
Total funds brought forward		2,607,138		3,283,968
		<u> </u>		<u> </u>
Total funds carried forward		2,510,631		2,607,138
		<u> </u>		<u> </u>
Represented by:				
Restricted funds		1,084,840		1,256,672
General fund		1,425,791		1,350,466
		<u> </u>		<u> </u>
		2,510,631		2,607,138
		<u> </u>		<u> </u>

COMMUNITY ACTION SUFFOLK
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2014

3. Subsidiary companies

The charity owns 100% of the share capital of its trading subsidiaries, companies registered in England. The companies gift aid their taxable profits to Community Action Suffolk. A summary of the companies trading results and capital and reserves is shown below. Accounts will be filed with the Registrar of Companies. The companies results are consolidated into the group accounts.

Business Services at CAS Limited (formerly Suffolk ACRE Services Limited):

Profit and loss account	2014 £	2013 £
Turnover	332,732	345,790
Administrative expenses	(259,021)	(288,204)
	<hr/>	<hr/>
Operating profit	73,711	57,586
Payments under gift aid to parent company	(73,769)	(57,623)
	<hr/>	<hr/>
Loss on ordinary activities before interest	(58)	(37)
Interest receivable and similar income	58	37
	<hr/>	<hr/>
Retained profit for the financial year	-	-
	<hr/>	<hr/>

The net incoming resources reflected in the
'Statement of Financial Activities' are as follows:-

	2014 £	2013 £
Operating profit	73,711	57,586
	<hr/>	<hr/>

The aggregate of the assets, liabilities and funds was:

Assets	171,635	139,689
Liabilities	(166,633)	(134,687)
	<hr/>	<hr/>
Net assets	5,002	5,002
	<hr/>	<hr/>

COMMUNITY ACTION SUFFOLK
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2014

3. Subsidiary companies (continued)

IT Services at CAS Limited (formerly Suffolk ACRE Technology Limited):

Profit and loss account	2014 £	2013 £
Turnover	43,862	43,753
Administrative expenses	(43,862)	(43,753)
Retained profit for the financial year	<u>-</u>	<u>-</u>

The net incoming resources reflected in the
'Statement of Financial Activities' are as follows:-

	2014 £	2013 £
Operating profit	<u>-</u>	<u>-</u>

The aggregate of the assets, liabilities and funds was:

Assets	8,001	8,346
Liabilities	(7,999)	(8,344)
Net assets	<u>2</u>	<u>2</u>

COMMUNITY ACTION SUFFOLK
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2014

3. Subsidiary companies (continued)

Community Buying at CAS Limited (formerly Suffolk ACRE Community Buying Limited):

Profit and loss account	2014 £	2013 £
Turnover	15,982	15,765
Administrative expenses	(10,235)	(12,694)
	<hr/>	<hr/>
Operating profit	5,747	3,071
Payments under gift aid to parent company	(5,747)	(3,071)
	<hr/>	<hr/>
Retained profit for the financial year	-	-
	<hr/>	<hr/>

The net incoming resources reflected in the
'Statement of Financial Activities' are as follows:-

	2014 £	2013 £
Operating profit	5,747	3,071
	<hr/>	<hr/>

The aggregate of the assets, liabilities and funds was:

Assets	33,273	19,933
Liabilities	(33,271)	(19,931)
	<hr/>	<hr/>
Net assets	2	2
	<hr/>	<hr/>

COMMUNITY ACTION SUFFOLK
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2014

3. Subsidiary companies (continued)

Property Services at CAS Limited (formerly WCF Resources Limited):

Profit and loss account	2014 £	2013 £
Turnover	126,741	123,031
Administrative expenses	(121,543)	(106,173)
	<hr/>	<hr/>
Operating profit	5,198	16,858
Payments under gift aid to parent company	(5,198)	(16,858)
	<hr/>	<hr/>
Retained profit for the financial year	-	-
	<hr/>	<hr/>

The net incoming resources reflected in the
'Statement of Financial Activities' are as follows:-

	2014 £	2013 £
Operating profit	5,198	16,858
	<hr/>	<hr/>

The aggregate of the assets, liabilities and funds was:

Assets	23,240	40,788
Liabilities	(23,230)	(40,778)
	<hr/>	<hr/>
Net assets	10	10
	<hr/>	<hr/>

COMMUNITY ACTION SUFFOLK
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2014

3. Subsidiary companies (continued)

DBS at CAS Limited (formerly SAVO Enterprises Limited):

Profit and loss account	2014 £	2013 £
Turnover	71,454	66,174
Administrative expenses	(48,162)	(49,195)
	<hr/>	<hr/>
Operating profit	23,292	16,979
Payments under gift aid to parent company	(23,292)	(16,979)
	<hr/>	<hr/>
Retained profit for the financial year	-	-
	<hr/>	<hr/>

The net incoming resources reflected in the
'Statement of Financial Activities' are as follows:-

	2014 £	2013 £
Operating profit	23,292	16,979
	<hr/>	<hr/>

The aggregate of the assets, liabilities and funds was:

Assets	26,032	20,785
Liabilities	(26,030)	(20,783)
	<hr/>	<hr/>
Net assets	2	2
	<hr/>	<hr/>

COMMUNITY ACTION SUFFOLK
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2014

4. Total resources expended

	Staff costs £	Other costs £	Depre- ciation £	Support costs £	Total 2014 £	Total 2013 £
Cost of generating funds:						
Fundraising and trading costs	247,427	120,501	-	33,855	401,783	599,353
Charitable activities:						
Community development	1,602,837	345,238	50,984	341,519	2,340,578	3,015,847
Property impairment	-	-	-	-	-	353,211
Governance costs	-	13,484	-	25,974	39,458	65,469
Total resources expended	1,850,264	479,223	50,984	401,348	2,781,819	4,033,880

5. Staff costs

2014

2013

The average monthly number of employees during the period was:

Administration	27	31
Field managers	71	78
	98	109

The costs incurred during the period:

Wages and salaries	1,661,987	1,850,425
Social Security costs	108,825	150,278
Other pension costs	10,403	35,344
	1,781,215	2,036,047
Other staff related costs	69,049	94,325
	1,850,264	2,130,372

No employee earned more than £60,000 in the year.

No trustee received any remuneration in the year.

Out of pocket travel expenses were paid to 3 trustees totalling £444 in the year.

COMMUNITY ACTION SUFFOLK
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2014

6. Net incoming resources	2014	2013
	£	£
Net incoming resources are stated after charging:		
Depreciation of owned tangible fixed assets	50,984	25,652
Impairment of owned tangible fixed assets	-	353,211
Remuneration of the company's auditors		
- audit services	6,450	8,148 ¹
- non-audit services	1,000	-

¹ The comparative audit fee has been calculated by combining the audit fees of the audited predecessor charities.

7. Taxation

No liability to corporation tax arises on the results reflected in these financial statements. The element relating to the charity qualifies for relief from corporation tax under the Income and Corporation Taxes Act 2010, Sections 466 to 493. No charge to taxation arises in the commercial trading subsidiaries as the taxable profits of the companies are paid by gift aid to the charity.

8. Tangible fixed assets for the group and parent company

	Office equipment £	Fixtures & fittings £	Motor vehicles £	Freehold property £	Total £
Cost					
At 1 April 2013	146,694	111,977	-	1,283,834	1,542,505
Additions	-	-	19,340	-	19,340
At 31 March 2014	146,694	111,977	19,340	1,283,834	1,561,845
Depreciation					
At 1 April 2013	115,781	24,177	-	430,354	570,312
Charge for the year	25,104	7,798	9,670	8,412	50,984
At 31 March 2014	140,885	31,975	9,670	438,766	621,296
Net book value					
At 31 March 2014	5,809	80,002	9,670	845,068	940,549
At 31 March 2013	30,913	87,800	-	853,480	972,193

Included in freehold property is land of £500,000 (2013: £500,000) that is not depreciated.

COMMUNITY ACTION SUFFOLK
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2014

9. Investments in subsidiaries

	2014 £	2013 £
Cost		
At 31 March 2013 and 2014	18	18

The charitable company holds 100% of the entire share capital of:

Business Services at CAS Limited
IT Services at CAS Limited
Community Buying at CAS Limited
DBS at CAS Limited
Property Services at CAS Limited.
Housing for English Villages Limited
Suffolk ACRE Employment Services Limited

Note 3 sets out details of the subsidiary companies.

Housing for English Villages Limited and Suffolk ACRE Employment Services Limited are dormant and at 31 March 2014 had no assets or liabilities. An application to strike the companies off was made in September 2014. The two companies are considered immaterial to the group and are therefore excluded from consolidation.

10. Debtors

	2014 £	Group 2013 £	2014 £	Parent company 2013 £
Amounts falling due within one year:				
Trade debtors	132,521	90,061	77,149	57,428
Other debtors	8,215	165,451	3,574	125,158
Prepayments and accrued income	45,690	15,231	45,610	12,159
Amounts owed by subsidiary undertaking	-	-	235,398	162,889
	186,426	270,743	361,731	357,634

11. Creditors

	2014 £	Group 2013 £	2014 £	Parent company 2013 £
Amounts falling due within one year:				
Trade creditors	45,806	12,855	37,259	3,968
Other creditors	71,344	158,512	67,611	146,694
Accruals and deferred income	78,404	291,036	66,400	261,211
Amounts owed to subsidiary undertaking	-	-	4,830	5,889
Taxation and social security payable	27,562	36,697	25,251	31,959
	223,116	499,100	201,351	449,721

COMMUNITY ACTION SUFFOLK
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2014

12. Commitments under operating leases

At 31 March 2014 the group had annual commitments under non-cancellable operating leases as follows:

	Land and Buildings	
	2014	2013
	£	£
Within one year	9,488	12,238
Between one and two years	8,150	24,150
	<hr/>	<hr/>
	17,638	36,388
	<hr/>	<hr/>

13. Pension arrangements

Contributions to individual personal pension schemes were made in respect of staff and pension costs are charged to the Statement of Financial Activities when paid. The pension charge for the year amounts to £10,403 (2013: £35,344).

COMMUNITY ACTION SUFFOLK
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2014

14. Restricted funds	1 April 2013 £	Incoming £	Outgoing £	31 March Transfer £	2014 £
Revenue					
Transforming Local Infrastructure	120,974	83,990	204,964	-	-
Youth Participation	-	53,700	31,246	31,000	53,454
UK Youth Parliament	-	10,000	8,348	-	1,652
Young Infolink	4,916	40,350	34,013	-	11,253
Sports and Events Volunteering	15,816	35,720	30,922	-	20,614
Haverhill Projects	15,766	1,400	12,166	-	5,000
Social Norms/Community Development	10,000	-	10,000	-	-
Other	2,937	-	2,937	-	-
BASIS (get sorted)	12,954	97,743	99,283	-	11,414
JISC	4,293	20,113	24,406	-	-
Framlingham Furniture Project	10,000	26,805	24,015	-	12,790
Volunteer Ipswich	10,421	10,050	20,471	-	-
Suffolk Volunteering FED SCC Brokerage	2,885	-	2,885	-	-
Talent Match Ipswich	-	20,403	9,385	-	11,018
Talent Match Waveney	-	20,246	9,409	-	10,837
Local Foods Suffolk	30,487	84,862	111,706	-	3,643
Community Info/Time for you	7,328	-	7,328	-	-
CLP & Village Halls	2,498	-	2,498	-	-
ESP Community Planning	-	15,250	7,625	-	7,625
Wheels to Work	-	70,532	34,916	-	35,616
Big Local Trust North Ipswich	57,778	57,036	85,631	-	29,183
Our Space	17,544	7,550	11,420	-	13,674
Castle Hill Funds	20,420	-	20,420	-	-
Making Tracks	18,003	133,609	151,612	-	-
Young Vol & Vol Partnerships	43,882	250	44,132	-	-
Caribbean & African Community Health Support Forum	12,704	11,406	12,962	-	11,149
Clubs for Young People	7,175	-	-	-	7,175
Transition Chantry	-	5,000	-	-	5,000
Transition Triangle	-	10,000	-	-	10,000
Rural Support	53,992	2,654	5,121	-	51,524
Children & Family Forum	32,669	-	-	-	32,669
Andrew Towers Award Fund	655	-	-	-	655
CYP SCC Small Grants	123,280	70,000	55,664	-	137,616
Ashlea Fund	40,345	-	-	-	40,345
Play Development	23,149	-	-	-	23,149
Education & Employment	22,553	-	-	-	22,553
Our Place	16,423	-	10,255	-	6,168
Supporting Schools	2,223	-	2,223	-	-
Young Parenting	45,587	-	3,000	(31,000)	11,587
Anne Dunford OBE Award	-	1,504	-	-	1,504
HealthEast	-	50,000	37,000	-	13,000
EDP Lottery	-	26,415	-	-	26,415
Capital	789,657	966,588	1,127,963	-	628,282
Brightspace	382,778	-	9,758	-	373,020
Kirkley Centre	84,237	-	699	-	83,538
	467,015	-	10,457	-	456,558
Total restricted funds	1,256,672	966,588	1,138,420	-	1,084,840
Unrestricted funds	1,355,468	1,718,724	1,643,399	-	1,430,793
Total funds	2,612,140	2,685,312	2,781,819	-	2,515,633

COMMUNITY ACTION SUFFOLK
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2014

14. Restricted funds (continued)

The restricted funds detailed on page 27 are to be applied for the specific purposes agreed with the respective funder or donors. The restricted revenue funds cover the three main areas of the charity's focus; Community Development and Volunteering, Voice and Local Representation and Capacity Building and Training. Further details of these activities are included in the trustees' report.

The restricted capital funds represent freehold property acquired with the assistance of restricted funding.

15. a. Analysis of group net assets between funds – group

	Unrestricted £	Restricted £	Total £
Funds balances at 31 March 2014 are represented by:			
Tangible fixed assets	483,991	456,558	940,549
Net current assets	946,802	628,282	1,575,084
Total net assets	1,430,793	1,084,840	2,515,633

b. Analysis of group net assets between funds – charity

	Unrestricted £	Restricted £	Total £
Funds balances at 31 March 2014 are represented by:			
Tangible fixed assets	484,009	456,558	940,567
Net current assets	941,782	628,282	1,570,064
Total net assets	1,425,791	1,084,840	2,510,631

COMMUNITY ACTION SUFFOLK **NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)** **FOR THE YEAR ENDED 31 MARCH 2014**

16. Merger

On 1 April 2013, ten Suffolk voluntary and community sector supporting organisations merged by transferring all their assets, liabilities and operations to Community Action Suffolk. From 1 April 2013, Community Action Suffolk has undertaken the operations of the ten predecessor organisations. The ten voluntary and community sector organisations that merged were as follows:

- Babergh Communities Together
- Volunteer Centre, Framlingham and District
- Haverhill Association of Voluntary Organisations
- Haverhill & District Volunteer Centre
- Ipswich and District Council for Voluntary Service
- Lowestoft and District Volunteer Bureau
- Suffolk ACRE Limited
- Suffolk Association of Voluntary Organisations
- Waveney Community Forum CVS Limited
- Young Suffolk

No consideration was given as part of the merger. The combination has been accounted for using merger accounting as described in the accounting policies.

All amounts included in the 2014 Statement of Financial Activity relate to the merged charity, Community Action Suffolk. An analysis of the principal components of the 2013 total incoming resources and net incoming resources is set out below:

	Babergh Communities Together	Volunteer Centre Framlingham & District	Haverhill Association of Voluntary Organisations	Haverhill & District Volunteer Centre	Ipswich & District Council for Voluntary Service	Lowestoft & District Volunteer Bureau	Suffolk Acres Limited	Suffolk Association of Voluntary Organisations	Waveney Community Forum CVS Ltd	Young Suffolk	Total
	£	£	£	£	£	£	£	£	£	£	£
Total incoming resources	32,134	58,186	-	46,338	465,264	21,443	1,303,142	808,657	337,402	284,484	3,357,050
Net incoming/(outgoing)	(4,275)	(5,370)	-	16,846	52,496	(5,554)	(311,227)	16,798	(126,802)	(309,742)	(676,830)

No significant accounting adjustments were made to the net assets of the parties to achieve consistency of accounting policies.

The impact of the merger was to increase consolidated reserves by the net assets of the joining charities at the point of the merger which was £2,612,140.