REGISTERED COMPANY NUMBER: 02633128 (England and Wales) REGISTERED CHARITY NUMBER: 1188696

TRUSTEES' REPORT AND UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020 FOR

THE CENTRE FOR BUILDING SOCIAL ACTION LTD

Charles & Co
Chartered Certified Accountants
3 Murray Street
Llanelli
Carmarthenshire
SA15 1AQ



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CHAIRMAN'S REPORT FOR THE YEAR ENDED 31 MARCH 2020

I am pleased to introduce the Centre for Building Social Action's Trustee's report for 2020.

In my role as the Chair of Trustees, I continue to be inspired by the work of an organisation I have been involved with in a variety of capacities for nearly 30 years. I hope that through this report you will see how CBSA is making a tangible difference to the lives of people and communities in West Wales

As Welsh society grapples with the impact of ever-tightening public sector finances, Brexit and the human and economic cost of Covid 19, the factors increasing the vulnerability of many of our citizens become more pressing. Unemployment, poverty, and isolation mean that self-confidence, resilience and mental health inequalities become magnified.

As we look ahead to the new financial year never has it been more difficult to predict what is ahead of us. However, predictions suggest that the economic conditions will be difficult with the brunt being borne by those in society least equipped to deal with it. Against this background it is clear why charities like CBSA must not only continue to deliver in our communities, but also, critically, ensure that with sound governance, strong people strategies, and a focus on sustainability, they can reassure the people who need them most that they will be a reliable and effective source of support.

As always, on behalf of all the Trustees and the Executive Team, we want to thank our amazing staff and team of invaluable volunteers who go that extra mile to make a real difference to lives and livelihoods.

Additionally, we want to thank our funders, who continue to walk alongside us resourcing everything that we do. Without your invaluable support we simply could not continue to make a difference in the lives of the people we support. We hope that this report demonstrates how we have used the generous resources that you have entrusted to us to continue to grow and to implement long-term change.

In conclusion whilst I don't have a crystal ball I am confident that CBSA as a charity is well prepared for navigating the economic and societal challenges that many charities will face in the coming year. I am proud that the charity ends 2019/20 with a strong financial performance, increased impact, high quality delivery, solid governance and a clear strategy to continue its mission to help local people build their capacity to overcome the causes and consequences of poverty.

Frederick St. John Roberts

Chairman

The Centre for Business and Social Action Limited

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020

The Trustees are pleased to present their annual Directors' Report together with the financial statements of the Charity for the year ending 31st March 2020. They are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes. The Charity Commission entered the Company onto the Register of Charities with the Registered Charity Number 1188696 in March 2020.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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) as amended for accounting periods from 1 January 2016.

A.1 Introduction

The Centre for Building Social Action is a social justice charity. Established 30 years ago, we are committed to delivering a range of innovative and effective projects and services that reach the most vulnerable individuals and communities within West Wales.

Our focus is on tackling both the causes and consequences of poverty and inequality. In doing so, we recognise that their solutions, and the skills to put them in place, are often to be found in the lived experiences and understanding of the people and communities affected: they are the best judges of their needs and how these can be met. Therefore, we place great emphasis on tapping into this reservoir of knowledge, and a desire to effect positive change, in helping people and communities find effective solutions to common problems through practical, financial and emotional support: providing the motivation and tools to change lives.

A.2 Structure, Governance and Management

The Centre for Building Social Action Ltd (CBSA) is a company limited by guarantee. The liability of Trustees in limited to a sum not exceeding £10.

As set out in the Articles of Association, all Trustees and designated officers, including the Chair, are appointed at the AGM. The term of office for Trustees is three years, with the possibility of renewal once. In order to ensure continuity within the Board of Trustees, a third of Trustees retire each year. The Trustees to retire by rotation are those who have been longest in office since their last appointment. In appointing new Trustees, attention is paid to the need to have a balance of representation and diversity, including: gender, age, ethnicity, disability, and sexuality. The Trustee Board meets no less than four times in each financial year.

A.2.1 Functions of the Board:

The Board of Trustees fulfils the following functions:

to have control of the Charity and its property and funds

to have responsibility for the Charity's overall governance and strategic direction

to develop the aims, objectives and organisational goals in accordance with the legal and regulatory framework of the sector and in line with the Charity's governing document, continually striving for best practice in governance

to uphold the fiduciary duty invested in the position, undertaking such duties in a way that adds to public confidence and trust

to interview, appoint and monitor the work and activities of senior paid staff

All members of the Board of Trustees are required to sign a Code of Conduct Declaration and Register of Interest.

A.2.2 Main Responsibilities of the Board:

managing organisational performance and risk - developing and reviewing the organisation's strategy, objectives, performance, statutory compliance and risk, continuously, ensuring the measurement of impact the communities with which we work

leadership and strategy - leading the development of the organisation's vision, values and strategic direction strategic planning and implementation - creating coherent, strategic plans and timetables, monitoring performance and reviewing outcomes and impact

communication - promoting the work of the organisation to a variety of external partners, stakeholders and audiences equality and diversity - championing equality and diversity in everything that the organisation does, particularly in the context of making people matter and working with some of the most disadvantaged people in society

safeguarding - monitoring the organisation's conduct to ensure that safeguarding standards are maintained

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020

Declaration of Interest Form
Skills and Knowledge Audit
Charity Commission CC3 document
Responsibilities of Trustees
Memorandum and Articles of Association
Annual Report and Accounts
Information regarding Trustee Board meetings

A.2.4 Related parties

All interests are required to be declared and signed in the Trustee's Declaration of Interests pro-forma as required under the Charity's Articles of Association and Conflict of Interests Policy. A conflict of interest register is kept and updated annually or when appropriate. In addition, all Trustees are required to declare any interest pertinent to the agenda at all Board Meetings.

A.2.5 Organisational structure

The Board of Trustees administers the Charity. In so doing, it meets quarterly, with subcommittees reporting to it on a task and finish basis.

A Chief Executive Officer (CEO) is appointed by the Trustees to oversee the Charity's day-to-day operations. To facilitate effective operations, the CEO has delegated authority, within terms of delegation approved by the Board, for operational matters including finance, employment and performance related activities within the core services.

The Board of Trustees has oversight of financial matters through reports to each meeting.

The Board of Trustees may amend these powers from time to time.

The CEO is supported by Deputy Chief Executive, with Senior Project Co-ordinators taking lead responsibility for the successful delivery of the Charity's various projects.

A part-time Finance Manager is responsible for administering the Charity's accounts.

Business development is undertaken by a New Business Manager, who combines this role with overseeing and quality assuring the Charity's training and education provision.

At the end of the Financial Year 2019/20, the Charity employed 11 full-time staff, 1 part-time staff and 50 volunteers.

A.2.6 Policies and Procedures

The conduct of the Charity and our range of activities are guided a comprehensive set of policies and procedures to ensure that its governance, financial management, security, management and operation are in keeping with best practice. All staff are aware of their responsibilities in relation to these policies, together with the expectation that they adhere to them in their day-to-day working.

All policies and procedures are reviewed by the Board of Trustees on an annual basis, unless legislative change dictates otherwise, or in the event of an incident that gives rise to a need for review of the provisions, interpretation and implementation of a policy.

A.2.7 Safeguarding

As a Charity working with vulnerable people of all ages, we take our responsibilities with regards safeguarding very seriously. This includes having well-established systems and processes to ensure that the safety and interests of those concerned are protected at all times. These include, but are not limited to, a Child Protection and Safeguarding Policy and a Safeguarding Adults at Risk Policy.

All Trustees and staff undergo the appropriate level of Disclosure and Barring Scheme checks upon appointment.

All staff undergo comprehensive safeguarding training on an annual basis, and are aware of the various forms of abuse that might occur and how these might manifest themselves, as well as the procedures to be adopted where these are suspected.

Policies set out clear systems for reporting suspected/actual cases of abuse, and their investigation and reporting in an appropriate manner.

A.2.8 Risk Management

The Board of Trustee has established a robust risk management process. The process identifies the types of risks the Charity faces, prioritises them in terms of likelihood of occurrence and potential impact, identifies the means of managing these risks and monitors how they are managed. The risk register is reviewed quarterly, with relevant exemption reports presented to the Board.

The biggest risk to the Charity continues to be our over-reliance on short-term and limited funding at a time when the demand for services grow. Therefore, an important strand of the Board's strategy is to continue to demonstrate the Charity's ability to provide added value as an organisation, whilst simultaneously demonstrating excellent outcomes and impact. At the same time, the organisation looks to expand its income streams and look for new sources of growth

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020

.A.3 Objects and Aims

The Charity's objects are:

to develop the capacity and skills of members of socially and economically disadvantaged communities of Wales in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society, in particular but not exclusively by:

- a) equipping disadvantaged or otherwise excluded people with the skills and competencies required to take responsibility for identifying and meeting their needs and those of the community;
- b) the delivery of formal, informal and community education programmes that provide socially and economically disadvantaged people opportunities to gain nationally recognised qualifications and/or develop the knowledge, skills and competencies required for independent living and the labour market;
- c) the promotion, provision and facilitation of volunteering, training and work experience opportunities to unemployed or underemployed people who are disadvantaged in the labour market

In addition to any other powers it may have, the Charity has the following powers in order to further the Objects (but not for any other purpose):

- a) to raise funds. In doing so, the Charity must not undertake any taxable permanent trading activity and must comply with any relevant statutory regulations;
- b) to buy, take on lease or in exchange, hire or otherwise acquire any property and to maintain and equip it for use;
- c) to sell, lease or otherwise dispose of all or any part of the property belonging to the Charity. In exercising this power, the Charity must comply as appropriate with sections 117 and 122 of the Charities Act 2011;
- d) to borrow money and to charge the whole or any part of the property belonging to the Charity as security for repayment of the money borrowed. The Charity must comply as appropriate with sections 124 126 of the Charities Act 2011 if it wishes to mortgage land;
- e) to co-operate with other charities, voluntary bodies and statutory authorities and to exchange information and advice with them;
- f) to establish or support any charitable trusts, associations or institutions formed for any of the charitable purposes included in the Objects;
- g) to acquire, merge with or to enter into any partnership or joint venture arrangement with any other charity;
- h) to set aside income as a reserve against future expenditure but only in accordance with a written policy about reserves;
- i) to employ and remunerate such staff as are necessary for carrying out the work of the Charity. The Charity may employ or remunerate a Director only to the extent it is permitted to do so by article 10 and provided it complies with the conditions in that clause;

j) to:

- i) deposit or invest funds;
- ii) employ a professional fund-manager; and
- iii) arrange for the investments or other property of the Charity to be held in the name of a nominee;
- in the same manner and subject to the same conditions as the trustees of a trust are permitted to do by the Trustee Act 2000;
- k) to provide indemnity insurance for the Directors in accordance with, and subject to the conditions in, section 189 of the Charities Act 2011;
- l) to pay out of the funds of the Charity the costs of forming and registering the Charity both as a company and as a charity;
- m) to do all such other lawful things as are necessary for the achievement of the Objects

A.4 Significant Activities

A.4.1 Scope

In furtherance of its charitable objects, the Charity:

delivers a range of formal and informal education and training to unemployed/economically inactive or low-waged people in order that they are better able to meet the challenges they encounter in their daily lives

provides and facilitates volunteering, paid and unpaid work experience and training opportunities to unemployed, economically inactive or underemployed people in order that they are better able to be competitive in the labour market develops the capacity of young people experiencing disadvantage to lead independent lives through the provision of peer-support, life-skills training, financial management and personal development support to develop resilience to better deal with the challenges they face

develops the capacity of young people experiencing disadvantage and social exclusion to participate more fully as responsible citizens in their communities

provides tangible support to help people overcome exclusion, including:

running a 'tool library' to enable households experiencing in-work poverty undertake remedial and DIY work at home without having to bear the prohibitive costs of purchasing equipment;

- providing NEET/unemployed/economically inactive people with suitable attire to wear to job interviews in order to increase their chances of being successful

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020

- providing young people experiencing disadvantage with healthy produce grown on the community growing scheme and/or foods donated from various sources, including Fare Share
- providing young people NEET and experiencing insecure accommodation with access to cooking and laundry facilities and care packages

A.4.2 Current Services

The above activities are delivered through a number of projects, including:

Stronger Together - funded through the National Lottery Community Fund's Helping Working Families Programme, which aims to relieve hardship experienced by members of families living in in-work poverty

#Bethechange - funded through the National Lottery Community Fund's People and Places programme, this project provides disadvantaged and marginalised young people with the understanding, skills, confidence and opportunities to engage with their communities as responsible citizens

Best Friends - funded through the Volunteering in Wales programme, this intergenerational project aims to reduce levels of isolation and loneliness experienced by care home residents through a befriending scheme involving young people and dogs

First Impressions Sir Gar (25+) - funded by the European Social Fund via the Wales Council for Voluntary Action's Active Inclusion programme, this aims to increase the employability of economically inactive young people through training, support and a paid work placement, allied to tangible support to enable them to create a more favourable impression at interview

First Impressions Sir Gar (-25) - funded by the European Social Fund via the Wales Council for Voluntary Action's Active Inclusion programme, this aims to increase the employability of economically inactive people through training, support and a paid work placement, allied to tangible support to enable them to create a more favourable impression at interview

Back to Basics - funded via the National Lottery Community Fund's People and Places programme, this aims to increase levels of food security amongst disadvantaged young people through a community gardening scheme coupled with guidance and practical support to improve healthy eating habits

In addition, the Symud Ymlaen/Moving Forward Project delivered in partnership with Llamau Ltd ran until December 2019. Funded by the European Social Fund via the Wales Council for Voluntary Action's Active Inclusion programme, this aimed to increase the employability of vulnerable and disadvantaged young people who are known to the Youth Justices System or/and are care leavers through a programme of training and paid work placement.

A.4.3 Values

The above objectives and activities reflect the Charity's values, which are:

strong communities as loci for mutual support and the realisation of individual potential

education, both formal and informal, as a means by which individual potential can be realised

human enterprise and endeavour as the drivers for individuals and communities to address the challenges they face sustainable development through which the security and wellbeing of future generations are protected by the responsible practices and use of resources of the current generation

A.4.4 Community Focus

All the Charity's activities are developed, designed and delivered in partnership with the communities they seek to serve. This includes consulting widely with members of the communities concerned to identify the issues of importance to them and the challenges they face, as well as working with them to design, fund and implement solutions to these. Furthermore, it involves establishing mechanisms through which the members of these communities continue to have a voice in the ongoing delivery of these services.

In keeping with the Charity's name, the Centre for Building Social Action Ltd, we also seek to develop the capacity of communities to develop and manage their own solutions to the challenges they face. Therefore, longer-scale projects incorporate mechanisms whereby participants and volunteers involved in them are trained, guided and supported to achieve the on-going sustainability of services post-grant, as well as to develop and manage additional activities.

A.5 Public Benefit

As required by the Charities Act 2011, the Charity Commission for England and Wales issued its general guidance on the criteria it will use to determine whether a charity provides public benefit. The Board of Trustees has considered the relevant guidance and are satisfied that the organisation provides considerable public benefit, as demonstrated in this report. We have referred to the guidance when reviewing our purpose and mission and in planning future activities. In particular, consideration is given to how planned future activities will contribute to the delivery of public benefit.

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Thus, all development activities and proposals for funding applications are presented to Trustees for approval based on their ability meet this requirement. In making their decisions, Trustees assure themselves that all proposals target members of the community who are experiencing social exclusion on the basis of one or more of the factors identified, or are at risk of doing so. At the same time, Trustees ensure that the outcomes of the Charity's work, and the public benefits that derive from it are demonstrable through qualitative, as well as quantitative research methodologies. Furthermore, Trustees assure themselves that no potential barriers to participation by the target groups exist, and that issues of equality and diversity are adhered to.

A.6 Performance and Achievement

A.6.1 Strategic Performance Indicators

One of the Charity's priorities during the financial year 2019/20 was to improve its ability to measure and report against a framework of key performance indicators across the organisation. As a consequence, we are pleased to report that that we met all targets across all performance headings during the year, thus giving us the confidence to move forward into the new financial year with regards our:

- Financial Health
- Programme/Project Delivery
- Marketing and Communication
- Risk Management and Governance
- Future Development

A.6.2 Social Return on Investment

Over the last three years, we have invested in our capacity to undertaken Social Return on Investment (SROI) reporting, which enables us to understand, fully, and quantify the impact of our work.

SROI is a principles-based method that provides a consistent approach to understanding and managing an organisation's impact. In brief, it guides the process by which an entity identifies different stakeholders; asks for their perceptions of important outcomes; develops indicators for those outcomes; adjusts the outcomes for an assessment of what would have happened in absence of the organisation's work; and values the impact to arrive at a better understanding of the impact of an organisation. The aim of SROI is to account for the social, environmental, and economic value of an organisation's outcomes.

We are particularly pleased to note that our Social Return on Investment review saw the organisation delivering a social return on investment in the range of £3.23 to £3.92 in the form of social and economic outcomes, including health and wellbeing, training and skills.

A.6.3 Monitoring and Evaluation.

As an organisation, we are passionate about capturing what works and what does not work, and sharing that learning with our stakeholders. Our approach to monitoring and evaluation enables us to:

- assess the impact of all our projects
- learn from experience
- communicate lessons learnt to a range of stakeholders

In this way we can hold a mirror up to our practices and share our learning with our services users, funders, partners and those organisations that are equally passionate about making a real difference to the lives and livelihoods of people and communities.

During the year under review we continued to apply stringent and robust monitoring processes in relation to all project activities in order to capture and utilise the following data:

- number of participants recruited
- · demographic data
- attendance and retention levels
- activities undertaken
- achievement
- progression and destinations

The fact that these are undertaken on a continuous basis means that we are in a position to measure performance against performance indicators on an on-going basis, thus allowing us to be able to immediately identify issues and take corrective active as required.

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Data captured via monitoring also feed into our evaluation processes, which help to gauge the projects' effectiveness of delivery and longer-term impacts. These are amplified through a range of qualitative and quantitative methods and explanatory tools, with work undertaken by our qualified researchers.

A number of projects came to an end during the financial year 2019/2020, including:

- Lambeth Community Training
- Step Up
- Families Together
- Community Spirit

All were subject to end of project evaluations, with the lessons learnt disseminated though a range of reports to our stakeholders.

This work added to our knowledge base of what works and does not work in increasing the capacity of individuals to unlock their true potential through addressing equity of access and participation in the areas of economic and educational justice.

A.6.4 Co-production

Our primary focus is on tackling both the causes and consequences of poverty and inequality, through proving practical, financial and emotional support, whilst increasing both individual and community capacity. In doing so, we recognise that the solutions, and the skills to put them in place, are often to be found in the lived experiences and understanding of the people and communities affected: they are the best judges of their needs and how these can be met. Therefore, we place great emphasis on tapping into this reservoir of knowledge, and a desire to effect positive change, in helping people and communities find effective solutions

We were therefore delighted to receive funding from the National Lottery Community Fund to invest in supporting 499 individuals in helping us design, develop and plan a new project to tackle in-work poverty amongst families with children in Carmarthenshire. Spread across a full year, the work highlighted the very real benefits to be gained from in-depth coproduction as a way of bringing people together to discuss real problems and find shared solutions. The final result was the funding of a new and innovative initiative to tackle poverty.

A.6.5 Consultation

During the period under review we undertook two large consultative studies as part of our endeavours to build an in-depth picture of food insecurity, including its prevalence and impacts, an issue identified by local people and communities as needing to be addressed. The first study focused on the nature and scope of poverty in rural Carmarthenshire and the second looked climate change and its linkage to food and fuel poverty.

As an organisation, our approach to all our development work is to recognise that we are not the experts. This is encapsulated in our philosophy that underpins all our activities: 'we know what we don't know. So, firstly we listen to people. Not accidently, but in a structured but flexible way: through one-to-ones, focus groups, surveys, discussion panels and networks to name a few. Secondly by engaging. We do this by asking the right questions of the right people at the right time: questions such as 'what would you do about it?' and 'how will you sort this out?' Finally, we try to involve people in the detailed design of a project and in the running of it, so that they do not only get what they need, but they are also empowered to manage the way this is achieved.

A.6.6 Operational performance

During the year in question we delivered a number of projects that helped us meet our strategic aims and objectives. This resulted in:

- 402 individuals of all ages being supported across all our activities that actively tackle the causes and consequence of poverty
- 293 individuals reporting an increase in self-confidence, self-belief and resilience deriving from a range of activities including intergeneration volunteering, animal therapy and resilience workshops
- 276 attending either accredited or non-accredited courses ranging from employability skills to understanding dementia; from personal development courses to basic cookery; from growing vegetables to financial management.
- welcoming and valuing the support of 50 volunteers, who provided a combined total of 4,103 hours of time to
 the organisation, and the people we support. Volunteers have worked as mentors, offered employability
 support, visited care homes, and helped provide support through our food security programmes.

A.6.7 Partnership Working

We are only too aware that individuals and communities have complex needs. Whether it's improving skills, tackling worklessness, growing local economies or strengthening the resilience of families to better manage austerity - none of these issues can be tackled by a single organisation working in isolation.

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020

During the year in question, we worked collaboratively with a range of organisations in the public, private and third sectors. Local businesses aligning their values to ours donated time and physical resources. We worked productively and closely with various parts of our local authority, maximizing the positive impact on the people using our services. Finally, we put together partnerships with other third sector organisations whose work complimented our own and brought new skills to the table.

This investment was re-paid through alignment of services, new connections, the avoidance of duplication, effective use of resources, and effective cross-referral between agencies to best meet the needs of the people with whom we work.

A.6.8 Internal Processes

In addition to the activity outlined above, there has been significant focus on all our internal operations.

We reviewed and refreshed our visual identity to ensure that we were able to clearly communicate our vision, purpose and impact to diverse audiences. As part of this exercise we commissioned a new website. Our former website had become outdated with the software no longer supported by the technology designer. Equally, it was difficult to navigate and did not engage its audience in a clear journey. The upgrading of our website in association with other steps has resulted in a much clearer and more consent visual identity for the organisation that will allow us to improve our connection with our stakeholders.

In order to ensure both legal and best practice compliance for our Human Resources and Health and Safety Requirements we entered into a contract with Citation to provide ongoing operational support. Already the contract is paying dividends, both in the level of expertise provided and the time we are able to save through having a central, easy accessible information resource.

We have also drawn up plans to invest in our staff development further and to ensure that members are happy, engaged and deriving enjoyment and job satisfaction from their work with CBSA. We see ourselves as a large family, and we want all our employees to feel that we are committed to not only their development as a member of our team, but also that we are invested in their health and wellbeing.

A7 Challenges and Future Priorities

Just prior to the conclusion of the financial year 2019/20, the country and most of the population were asked to enter 'lockdown' as part of the response aimed at controlling the spread of the Covid-19 pandemic. This presented immediate and longer-term challenges for the Charity and the way in which we operate, the full extent of which was unknown at the end of the reporting period.

Our most significant immediate response was to move to a system of home working combined with remote service delivery where feasible, in order to minimise the risk to staff members and project participants. At the same time, the desirability of taking advantage of the UK government's furlough scheme in relation to some posts was considered, together with our ability to access any additional sources of financial support.

We also recognised at that stage a number of other considerations remained unresolved:

- the reaction of funders and the implications for existing contracts and grants
- how to provide an optimum level of service to our participants, many of whom were vulnerable to the virus and
 the consequences of the lockdown, and whether there was any potential for realigning service delivery to meet
 the needs of the most vulnerable in our communities

It was anticipated that these issues and the challenges faced would become clearer and resolved in the following months. However, it was decided that our immediate priorities would focus on the ways in which we could support the most vulnerable members of the community in the face of the pandemic. Where possible, short-term funding would be secured to enable these to be delivered.

Looking further ahead, and as identified above, we have recognised that one of the biggest challenges we face is an over-reliance on short-term and limited funding, typically from a small range of sources. Therefore, the Board has identified the need to expand our income streams and look for new sources of growth as imperative to our longer-term strategic development and security. However, it is also recognised that the funding environment will, in all probability, undergo significant change as a result of Covid-19, including funders' priorities, at least in the short-term. Therefore, we need to be attuned to these changes and be able to respond where appropriate. To enable us to be able to do so, we need to ensure that our levels of research and intelligence continue to support high quality applications.

At the same time, we need to ensure that the quality of our work continues to be of a high standard and meets the needs of the communities we serve. This includes:

working closely with the communities to identify their perceived needs and priorities, and co-producing and -delivering projects that address these in an assets-based approach of utilising the skills and strengths that exist within these communities

developing the capacity of communities and their members to be able to assume responsibility for managing projects and ensuring their continuation post-funding ensuring that our monitoring and evaluation systems and procedures continue to be sufficiently robust to demonstrate the effectiveness of our work and to evidence their longer-term impacts and additionality

continuing to develop staff to ensure that they are best able to serve the communities with which they work developing managers to ensure that they have the skills necessary to ensure successful project delivery and to establish

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2020

continuing to develop staff to ensure that they are best able to serve the communities with which they work developing managers to ensure that they have the skills necessary to ensure successful project delivery and to establish a basis for succession within the organisation

Finally, recognising the importance of collaborative working to meet the needs of our services users, one of our priorities for the coming year will be to continue to consolidate our relationships with key strategic partners and to identify further opportunities for joined-up working.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

02633128 (England and Wales)

Registered Charity number

1188696

Registered office

The Lord Arthur Rank Centre Trostre Road Llanelli Carmarthenshire SA149RA

Trustees

F S Roberts (appointed 10.9.19) J Lewis G Davies

D J Powell

V G Bevan-Jones (resigned 6.1.20)

P Freeman (appointed 10.9.19)

A J Parry (appointed 10.9.19)

Company Secretary

Mrs J Morgan

Independent Examiner

Charles & Co
Chartered Certified Accountants
3 Murray Street
Llanelli
Carmarthenshire
SA15 1AQ

Approved by order of the board of trustees on the 1st October 2020 and signed on its behalf by:

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF THE CENTRE FOR BUILDING SOCIAL ACTION LTD

Independent examiner's report to the trustees of The Centre for Building Social Action Lt ('the Company')
I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2020.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of A.C.C.A. which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- 1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- 2. the accounts do not accord with those records; or
- 3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
- 4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

R. A. Williams
A.C.C.A.
Charles & Co
Chartered Certified Accountants

3 Murray Street

Llanelli

Carmarthenshire

SA15 1AQ

Date: 2nd October 2020

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2020

	Notes	Unrestricted fund £	Restricted funds £	2020 Total funds £	2019 Total funds £
INCOME AND ENDOWMENTS FROM Donations and legacies	2	208,497	274,558	483,055	610,274
Investment income	3	110,134		110,134	105,081
Total		318,631	274,558	593,189	715,355
EXPENDITURE ON Raising funds	4	10,804	-	10,804	21,987
Charitable activities Beneficiary Support	5	255,521	298,675	554,196	651,618
Total		266,325	298,675	565,000	673,605
NET INCOME/(EXPENDITURE)		52,306	(24,117)	28,189	41,750
RECONCILIATION OF FUNDS					
Total funds brought forward		473,902	349,755	823,657	781,907
TOTAL FUNDS CARRIED FORWARD		526,208	325,638	851,846	823,657

The notes form part of these financial statements

BALANCE SHEET 31 MARCH 2020

	Notes	Unrestricted fund £	Restricted funds £	2020 Total funds £	2019 Total funds £
FIXED ASSETS					
Intangible assets Tangible assets	11 12	101,832 623,920	318,750	101,832 942,670	103,772 944,669
		725,752	318,750	1,044,502	1,048,441
CURRENT ASSETS					
Debtors	13	109,714	_	109,714	139,802
Cash at bank and in hand		55,647	6,887	62,534	31,326
		165,361	6,887	172,2488	171,128
CREDITORS Amounts falling due within one year	14	(164,477)	-	(164,477)	(169,153)
NET CURRENT ASSETS		884	6,887	7,771	1,975
TOTAL ASSETS LESS CURRENT LIABILITIES		726,636	325,637	1,052,273	1,050,416
CREDITORS Amounts falling due after more than one year	15	(200,427)		(200,427)	(226,759)
NET ASSETS		526,209	325,637	851,846	823,657
FUNDS	18				
Unrestricted funds	10			526,209	473,902
Restricted funds			•	325,637	349,755
TOTAL FUNDS				<u>851,846</u>	823,657

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2020.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2020 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The notes form part of these financial statements

BALANCE SHEET - continued 31 MARCH 2020

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on the 1st October 2020 and were signed on its behalf by:

F S Roberts - Chairman

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. This is not consistent with prior years. The financial statements have been prepared under the historical cost convention.

The charitable company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland':

- the requirements of Section 7 Statement of Cash Flows;
- the requirement of Section 3 Financial Statement Presentation paragraph 3.17(d);
- the requirements of Section 11 Financial Instruments paragraphs 11.41(b), 11.41(c), 11.41(e), 11.41(f), 11.42, 11.44, 11.45, 11.47, 11.48(a)(iii), 11.48(a)(iv), 11.48(b) and 11.48(c);
- the requirements of Section 12 Other Financial Instruments paragraphs 12.26, 12.27, 12.29(a), 12.29(b) and 12.29A;
- the requirement of Section 33 Related Party Disclosures paragraph 33.7.

Changes in accounting policies

The company was registered with The Charities Commission for England and Wales on the 26th March 2020. As such it is a requirement that the accounts be prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

This is not consistent with prior years having previous being prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" including the provisions of Section 1A "Small Entities" and the Companies Act 2006. Comparative figures, as far as is practical, have been reinstated accordingly. This change has had no effect on opening nor prior year reserves.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Intangible assets/ intellectual property

Intellectual property represents costs incurred in Research and development time and resources spent on generating knowledge and information on new projects The CBSA will tender for from ESF and The big Lottery, the economic benefit of which is expected to flow to the corporation in future periods, usually the next four financial years. As such each year's capitalised cost is written off over four years commencing in the following financial year.

Tangible fixed assets

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

Foothold Enterprise Village

- not provided

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NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2020

1. ACCOUNTING POLICIES - continued

Tangible fixed assets

The Business Centre - at varying rates on cost

The Lord Arthur Rank Centre - not provided Plant and machinery - 20% on cost Fixtures and fittings - 20% on cost Motor vehicles - 20% on cost Computer equipment - 20% on cost

Taxation

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

Fund accounting

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

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

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

Pension costs and other post-retirement benefits

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

2. DONATIONS AND LEGACIES

۷.	DONATIONS AND LEGACIES		
		2020	2019
		£	£
	Donations	50	_
		420,187	506,932
	Grants		
	Fees Received	24,628	93,263
	Overhead Recovery	38,190	10,079
		483,055	610,274
	Grants received, included in the above, are as follows:		
	Grants received, included in the above, are as follows.		
		2020	2019
		£	£
	Other grants	420,187	506,932
	•		
3.	INVESTMENT INCOME		
Э.	INVESTMENT INCOME	2020	2019
	•	£	£
	Rents received	110,134	105,081
	Rollis feedived	110,134	100,001

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2020

4. RAISING FUNDS

₹.	RAISING FUNDS			
	Investment management costs		2020	2019
	Support costs		£ 10,804	£ 21,987
5.	CHARITABLE ACTIVITIES COSTS			
		Direct Costs £	Support costs (see note 6)	Totals £
	Beneficiary Support	544,574	9,622	554,196
6.	SUPPORT COSTS			
				Finance £
	Investment management costs Beneficiary Support			10,804 9,622
				20,426
7.	NET INCOME/(EXPENDITURE)			
	Net income/(expenditure) is stated after charging/(crediting):			
			2020 £	2019 £
	Depreciation - owned assets		1,999	42,000
	Development costs amortisation		33,944	25,943

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2020 nor for the year ended 31 March 2019.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2020 nor for the year ended 31 March 2019.

9. STAFF COSTS

	2020	2019
	£	£
Wages and salaries	230,627	300,113
Social security costs	19,656	26,111
Other pension costs	9,187	7,523
	259,470	333,747

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2020

9. STAFF COSTS - continued

TOTAL FUNDS CARRIED FORWARD

10.

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

Management Administration Beneficiary Support Other		2020 3 1 6 1	2019 2 2 22 22 2 2
No employees received emoluments in excess of £60,000.			
COMPARATIVES FOR THE STATEMENT OF FINANC	Unrestricted fund	Restricted funds	Total funds £
INCOME AND ENDOWMENTS FROM Donations and legacies	533,992	76,282	610,274
Investment income	105,081		105,081
Total	639,073	76,282	715,355
EXPENDITURE ON Raising funds	21,987	-	21,987
Charitable activities Beneficiary Support	566,342	85,276	651,618
Total	588,329	85,276	673,605
NET INCOME/(EXPENDITURE)	50,744	(8,994)	41,750
RECONCILIATION OF FUNDS			
Total funds brought forward	423,157	358,750	781,907

473,901

349,756

823,657

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2020

11. INTANGIBLE FIXED ASSETS

The Research and Development work undertaken by the organization during the financial year 2019/2020 is developmental work. In line with the mission of the organization our developmental work focuses on tackling social and economic exclusion. It does this through developing innovative projects which support individuals to make a positive social and economic contribution to society whilst increasing resilience and restoring self-belief. Once the project is developed, investment to bring that project to market is sought through philanthropic sources including various funding bodies.

Developmental expenditure as it relates to each project, is clearly defined and there is a reasonable expectation, based on historic work and knowledge of the market that it will lead to philanthropic investment over and above the developmental expenditure.

Amortization is on a straight-line basis for each project over a three-year period, reflecting CBSA's developmental cycle.

Reviews of development expenditure will take place at the end of each accounting period and is written off, project by project, prior to the 3 years if at any time expenditure is deemed irrecoverable.

12. TANGIBLE FIXED ASSETS

	Foothold Enterprise Village £	The Business Centre £	The Lord Arthur Rank Centre £	Plant and machinery £
COST At 1 April 2019 and 31 March 2020	314,290	358,750	305,630	234,821
DEPRECIATION At 1 April 2019 Charge for year	<u>-</u>	40,000		234,821
At 31 March 2020		40,000	<u> </u>	234,821
NET BOOK VALUE At 31 March 2020 At 31 March 2019	314,290 314,290	318,750 318,750	305,630 305,630	
	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
COST At 1 April 2019 and 31 March 2020	and fittings	vehicles	equipment	
	and fittings £	vehicles £	equipment £	£
At 1 April 2019 and 31 March 2020 DEPRECIATION At 1 April 2019	and fittings £	vehicles £ 	equipment £	£ 1,262,050 317,381
At 1 April 2019 and 31 March 2020 DEPRECIATION At 1 April 2019 Charge for year	and fittings £ 15,041	vehicles £ 	equipment £	£ 1,262,050 317,381 1,999

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NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2020

13.	DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR		
10.		2020	2019
		£	£
	Trade debtors	109,714	138,905
	Other debtors		<u>897</u>
		109,714	139,802
		105,714	137,002
14.	CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR		
		2020	2019
		£	£
	Bank loans and overdrafts (see note 16)	154,838	146,538
	Trade creditors	809	4,158
	Social security and other taxes	5,733	13,654
	Accrued expenses	3,097	4,803
		164,477	169,153
		=======================================	
15.	CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YE		
		2020	2019
		£	£
	Bank loans (see note 16)	189,429	217,253
	Hire purchase contracts (see note 17)	3,168	4,746
	Property Bonds	7,830	4,760
		200,427	226,759
		200,127	220,109
16.	LOANS		
	An analysis of the maturity of loans is given below:		
	Thi diarysis of the materity of found is given only.		
		2020	2019
		£	£
	Amounts falling due within one year on demand:		
	Bank overdraft	154,838	146,538
	Amounts falling due between two and five years:		
	HSBC Loan 2	55,000	-
	HSBC Flexible Business Loan	134,429	217,253
		189,429	217,253
		109,729	211,233

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2020

17. LEASING AGREEMENTS

Minimum lease payments under hire purchase fall due as follows:

			2020 £	2019 £
	Net obligations repayable: Between one and five years		3,168	4,746
18.	MOVEMENT IN FUNDS		Net	
		At 1.4.19 £	movement in funds	At 31.3.20 £
	Unrestricted funds General fund	473,902	52,307	526,209
	Restricted funds BIG Lottery-Stronger Together	22,272	(16,913)	5,359
	The National Lottery Community Fund-Back 2 Basics The National Lottery Community Fund-#	8,733	(8,720)	13
	Be the Change Volunteering in Wales-Best Friends Stebonheath Property	318,750	42 1,473	42 1,473 318,750
		349,755	(24,118)	325,637
	TOTAL FUNDS	823,657	28,189	851,846
	Net movement in funds, included in the above are as follows:			
		Incoming resources £	Resources expended £	Movement in funds
	Unrestricted funds General fund	318,631	(266,324)	52,307
	Restricted funds BIG Lottery-Stronger Together The National Lottery Community	130,897	(147,810)	(16,913)
	Fund-Back 2 Basics The National Lottery Community Fund-#	112,973	(121,693)	(8,720)
	Be the Change Volunteering in Wales-Best Friends	10,742 19,946	(10,700) (18,473)	42 1,473
		274,558	(298,676)	(24,118)
	TOTAL FUNDS	593,189	(565,000)	28,189

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NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2020

18. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

Ylanastuista d finada	At 1.4.18 £	Net movement in funds £	At 31.3.19 £
Unrestricted funds General fund	423,157	50,745	473,902
Restricted funds BIG Lottery-Stronger Together The National Lottery Community Fund-	-	22,272	22,272
Back 2 Basics Stebonheath Property	358,750	8,733 (40,000)	8,733 318,750
	358,750	(8,995)	349,755
TOTAL FUNDS	781,907	41,750	823,657
Comparative net movement in funds, included in the above	e are as follows:		
	Incoming resources £	Resources expended £	Movement in funds
Unrestricted funds General fund	639,073	(588,328)	50,745
Restricted funds BIG Lottery-Stronger Together The National Lottery Community Fund-	55,168	(32,896)	22,272
Back 2 Basics Stebonheath Property	21,114 	(12,381) (40,000)	8,733 (40,000)
	76,282	(85,277)	(8,995)
TOTAL FUNDS	715,355	(673,605)	41,750

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2020

18. MOVEMENT IN FUNDS - continued

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

		Net	
		movement	At
	At 1.4.18	in funds	31.3.20
	£	£	£
Unrestricted funds			
General fund	423,157	103,052	526,209
Restricted funds			
BIG Lottery-Stronger Together	-	5,359	5,359
The National Lottery Community Fund-			
Back 2 Basics	-	13	13
The National Lottery Community Fund-#			
Be the Change	-	42	42
Volunteering in Wales-Best Friends	-	1,473	1,473
Stebonheath Property	358,750	(40,000)	318,750
	358,750	(33,113)	325,637
TOTAL FUNDS	781,907	69,939	<u>851,846</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds	~	~	~
General fund	957,704	(854,652)	103,052
Restricted funds			
BIG Lottery-Stronger Together	186,065	(180,706)	5,359
The National Lottery Community Fund-			
Back 2 Basics	134,087	(134,074)	13
The National Lottery Community Fund-#			
Be the Change	10,742	(10,700)	42
Volunteering in Wales-Best Friends	19,946	(18,473)	1,473
Stebonheath Property		(40,000)	(40,000)
	350,840	(383,953)	(33,113)
TOTAL FUNDS	1,308,544	(1 <u>,238,605</u>)	69,939

19. RELATED PARTY DISCLOSURES

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

DETAILED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2020

FOR THE TEAR ENDED ST MARCH 2020	0000	2010
	2020	2019
	£	£
INCOME AND ENDOWMENTS		
•		
Donations and legacies		
Donations	50	-
Grants	420,187	506,932
Fees Received	24,628	93,263
Overhead Recovery	38,190	10,079
•		
	483,055	610,274
	,	,
Investment income		
Rents received	110,134	105,081
Total incoming resources	593,189	715,355
Your mediang resources	373,107	, 10,000
EXPENDITURE		
Charitable activities		
Wages	250,283	326,224
Staff Travel, Subs & Training	17,798	31,954
Pensions	9,187	7,523
Rent & Utilities	27,945	33,186
Insurance	10,571	11,140
	7,571	84,589
Beneficiary Support		
General Running Costs	149,472	58,134
Repairs & Renewals	19,531	14,344
Cleaning &Laundry	12,672	7,991
Accountancy	3,600	4,856
Development costs	33,944	25,943
Short leasehold	-	40,000
Motor vehicles	2,000	2,000
	544,574	647,884
Support costs		
77'		
Finance	0.015	2.52.4
Bank charges	2,017	3,734
Bank interest	9,026	7,885
Bank loan interest	9,383	14,102
	_20,426	_25,721
•		
Total resources expended	565,000	673,605
		
Net income	28,189	_41,750
		<u>—</u>

This page does not form part of the statutory financial statements