



# Inspire Suffolk

## 2020 Report and Accounts

Registered Company No: 04881803  
Registered Charity No: 1101519

# Introduction

The Trustees submit their annual report and accounts for the year ended 31 December 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 Standards applicable in the UK and Republic of Ireland (FRS 102).

Since the charitable company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Trust's aims and objectives and in planning future activities.

## Objectives, activities, achievements, performance and public benefit

The Charity's core objectives, as set out in the governing document, are currently to:

- Promote and assist in advancing education
- Promote, or assist in promoting, community participation in healthy recreation
- Provide, or assist in the provision of, recreational facilities for other organisations, in the interests of social welfare and with the objective of improving the condition of life for those for whom the facilities are provided
- Relieve sickness and disability and to preserve and protect health; and
- Promote any other purpose that is charitable in English law.

### Board of Trustees

Mr Terry Hunt, Chair  
 Prof. Dave Muller, Chair (resigned 13 Feb 2020)  
 Mr Nigel Smith, Vice Chair  
 Ms Amanda Ankin (resigned 10 Feb 2021)  
 Mr. Derek Bowden (appointed 2 Dec 2020)  
 Ms Liz Brownsell  
 Mr Roger Fern (deceased 27th April 2021)  
 Mr Julian Herbert  
 Ms Kate Hughes  
 Ms Harriet Johnson  
 Ms Cara Miller  
 Mr Mahbub Shamim (resigned 11 Mar 2020)  
 Mrs Christine Walters  
 Mr Alan Whittaker (appointed 29 Jan 2020)

### Board Sub-Committees Include

Finance and Employment  
 Programme and Outcomes  
 Nomination Committee

### Senior Management Team

Terry Baxter, Chief Executive  
 Andrew Crump, Deputy Chief Executive  
 Charley Keveren  
 Garry Mills  
 Rachel Reddington  
 Karina Scrivener  
 Naomi Thompson  
 Caro Thornton  
 Steph Ward

### Patrons

Cassie Bendall  
 Peter Dawes  
 Stephen Flory  
 Alicia Garrad  
 Matt Holland  
 Simon Jay  
 Pat Lewis  
 Tom McGarry  
 Neil Miles  
 Peter Osborne  
 Andy Perrin  
 Bill Tancred MBE  
 Dave Ward OBE  
 Richard Wood

### External Auditors

Scrutton Bland LLP  
 Fitzroy House  
 Crown Street  
 Ipswich IP1 3LG

### Bankers

Barclays Bank  
 1 Princes Street  
 Ipswich IP1 1PB

### Lawyers

Birketts LLP  
 24-26 Museum Street  
 Ipswich IP1 1HZ

# Contents

## INTRODUCTION

02

Chair's Statement – Terry Hunt

04

Chief Executive's Statement – Terry Baxter

05

## TRUSTEES' REPORT

06

Our aims

07

2020: Achievements and performance

08

Education and the pandemic

10

Inspire Suffolk stories

14

Motivational sport

18

Fundraising and Events

20

Venue Hire

22

Snapshot of 2020

24

Our plans for 2021

26

Financial Review

28

Governance and administration

30

## ACCOUNTS

31

Independent Auditor's report to the member of Inspire Suffolk

32

Statement of Trustees' responsibilities

33

Accounts for the year ended 31st December 2020

34



# Chair's Statement

The unprecedented challenges of 2020 brought a response from Inspire Suffolk which highlighted the adaptability, determination, and dedication of everyone associated with the charity.

To have ended the year with a highly satisfactory financial position, and to have continued to provide such wide-ranging and vital support to young people, was nothing short of remarkable in the circumstances. Indeed, we were able to expand our offer with the introduction of the well-being service.

Throughout 2020 and into the future, Inspire Suffolk's focus remains equipping young people with the skills they need to live happy and fulfilling lives.

On behalf of the trustees, I would like to say a wholehearted thank you to the Inspire staff who have worked so hard in the most difficult of circumstances. It truly was a remarkable effort. I would also like to thank the trustees, who have provided invaluable support and guidance to the Chief Executive and the senior team. The board's experience and wisdom has been so important during such uncertain times.

Thanks to the wonders of virtual meetings, the trustees have been able to continue to meet on a regular basis.

I know we are all looking forward to returning to meeting face-to-face again, and, spending a day in the autumn agreeing the future strategic direction for Inspire Suffolk, which I am certain will involve some exciting initiatives.

All at the charity - like so many people from the wider community - were very sad to learn of the death of Roger Fern, who was one of our founding trustees and re-joined the board in 2019. We will all miss Roger very much.

During 2020, we welcomed Derek Bowden as a trustee. Derek brings a huge amount of valuable experience after working at senior level in several high-profile organisations.

I would also like to thank our Business Patrons who offer their individual support to our Charity. Our Patrons give their time and expertise very generously, and their support in encouraging and motivating our young adults is greatly appreciated.

As ever, we are very grateful to our funding partners and in particular the support of East Coast College and Suffolk New College.

At the time of writing, everyone at Inspire Suffolk is hoping that everyday life will closely resemble normality by the middle of summer. However, whatever unpredictable events come our way, I am very confident that the wonderful team at our charity will rise to the challenge - the lives of so many young people in Suffolk are depending on it.



Terry Hunt, Chair

**"Inspire Suffolk's focus remains equipping young people with the skills they need to live happy and fulfilling lives."**



# Chief Executive's Statement

Well, what a year!

2020 provided us with many challenges to overcome, with the need to develop new ways of working to enable us to continue to provide essential services to the young people we work with and to ensure that the 'core' structure of our charity remained fit for purpose.

I would particularly like to pay tribute to our wonderful team of staff who remained positive and adaptable to the restrictions that were put upon all of us. Whether working throughout the year as part of the school sports team; our education staff who have created meaningful 'virtual' learning platforms and positively delivered them; our management team; and our staff that spent much of the year 'furloughed' but always remaining positive and committed to the organisation.

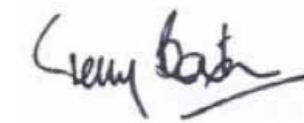
The support of our commissioner, partners and corporate sponsors remains strong and, as ever, vital to the continuation of the charity. We are extremely grateful to all for their support which enables us to continue our work.

Our Youth Employment Service continued to operate remotely throughout the year. This project, funded by East Suffolk Council has proved even more essential in 2020 because of the pandemic and the associated higher numbers of young people looking for work opportunities. During the last 12 months, Inspire Suffolk has taken sole operational responsibility for this service. As a result of this change and where appropriate, we have engineered greater connection to many of the services we are able to provide in house. Young people whose needs cannot be dealt with by ourselves, are progressed to alternative providers to ensure the best possible progression opportunities.

The need for quality and targeted mental health and wellbeing services has never been more needed because of the pandemic. During the year we developed a bespoke, remote one-to-one therapy service, identified for young people within the projects we currently run as a charity and from direct referrals. We started this project with two members of staff who have positively engaged with 270 individuals and provided 880 hours of therapy. We are currently working on plans to expand the service in 2021 and beyond.

Now we are beyond the first quarter of 2021, there appears to be a greater possibility of returning to a 'new normal'. This is likely to see us retain some of the new methods of delivering solutions to young people. For instance, with much of East Anglia being made of rural communities, where social isolation prevents many young people beyond the age for mainstream education from attending our programmes, virtual learning may still provide much needed access.

We end 2020 with a modest, financial surplus. With lessons learned, a sense of new opportunities and a readiness to continue to provide the best quality solution to those we work with day in and day out.



Terry Baxter, CEO

**"We will continue to do all in our power to help ensure that the young people we work with have the very best opportunities."**



# Our aims

## Supporting young people onto a positive future.

Inspire Suffolk is a charity dedicated to supporting young people onto a positive future. Each day, we work at the forefront of helping young people to overcome challenges and make positive next steps in their lives, back into employment and further training. We offer life changing personal development programmes, motivational education courses and engaging sport activities that local young people need and may not have access to.

Our programmes change young lives, tackling a range of issues that they are facing. Students learn new skills and qualities to enable them to work as a team, build confidence, self-esteem and key skills for work and life, all of which play a key part in helping to find positive sustainable outcomes.

This year has seen an even greater focus on mental health as we continue to extend our services to provide support that will not only help young people today, but carry them forward into the future.

**“A charity recognised and valued for the work undertaken with young people experiencing severe disadvantage and social instability, who have lost their way and need opportunities for purposeful reintegration into society.”**

**“As a company we wanted to support a charity that drove real change and opportunities for young people to reach their full potential.”**

JON GOODY, INSPIRE 30 MEMBER



# 2020: Achievements and performance

Find out about the main areas of our work in Suffolk during 2020

# Education and the pandemic



## Facing uncertainty

The pandemic has been tough on young people, particularly those who were already facing mental health issues or struggling to find employment. Many found themselves in an extremely scary and uncertain situation with their confidence and wellbeing deteriorating.

Locally and nationally, young people bore the brunt of redundancies, job losses and furloughing, so our support was needed more than ever to get them back on their feet.

The effects of the pandemic in Suffolk have been severe, with the ONS reporting that nearly 12% of all 18–24-year-olds in Suffolk are not in education, employment, or training. The number of people in the same age group claiming unemployment benefits in the region increased from 2,235 in March 2020 – when the first lockdown began – to 4,460 in December, a rise of 99.5%.

Young people sit at the heart of everything we do as a charity so it is vital that we continued to adapt to offer the support they need to feel empowered and raise their aspirations.



## Introducing online education

Our Prince's Trust Team 12-week programme remains one of our leading charitable programmes, supporting young people to overcome challenges to find their next step and move into education, employment, or training.

In March 2020, we transitioned to online learning so young people could still access the support to move forward with their lives. Over the course of the year, we supported 119 young people through this programme and helped 58% achieve a positive progression.

Many of our students are disadvantaged and faced challenges accessing the resources to work online. To ensure they were not locked out of education, we repurposed existing equipment so we could loan 16 Chromebooks and five webcams to participants on our programmes. We also secured funding to provide seven tablets and data to students who would otherwise have been unable to participate.

During 2020, we delivered over 2500 hours of online education to young people from all walks of life.



**“It was good to get out of the house and have a reason to get up in the morning. The course was a real driving force for me throughout the pandemic.”**

## The Wellbeing Service

The Wellbeing Service launched in May 2020 as a response to the pandemic and its worrying impact on young people's mental health. At the time, 61% of our students reported that their wellbeing had declined.

The service offers over-the-phone and virtual counselling to young people, aged 10–25 in Suffolk and North Essex, and provides tools and coping strategies to deal with mental health in a positive way.

Since its inception, we have supported 270 young people through the service and have piloted and rolled out its integration into our other education services, so all students on our programmes now receive access to a qualified therapist. To date, 97% of participants have seen an improvement in their wellbeing.



## One-to-one support

Our East Suffolk Youth Employment Service was launched in November 2019, to provide routes to employment, education and training for young people aged 16–24 in East Suffolk.

Initially a face-to-face service, in the last year we have accelerated the development and adoption of digital services, such as an online booking system, to allow us to support students remotely. These changes have further enhanced the service and enabled young people in rural settings to access personalised coaching and workshops.

In 2020, 535 young people in East Suffolk contacted the service. Of the 74 progressions recorded in Q4, 67% were 'sustained' with young people progressing into industries such as Marketing, Retail, and Healthcare.

Due to its continued success, YES has since been renewed for a second year and has already worked with a further 200 young people in the Coastal region in 2021.



**“I’ve really enjoyed working together to plan our social action project and reflect on what is going on in the world.”**



**‘Keep Doing Good’ with NCS**

During the uncertainty of 2020, we continued to offer NCS to give 15-17-year-olds the chance to have their voice heard. On the programme, students embark on exhilarating challenges and use social action to make meaningful change within their local community.

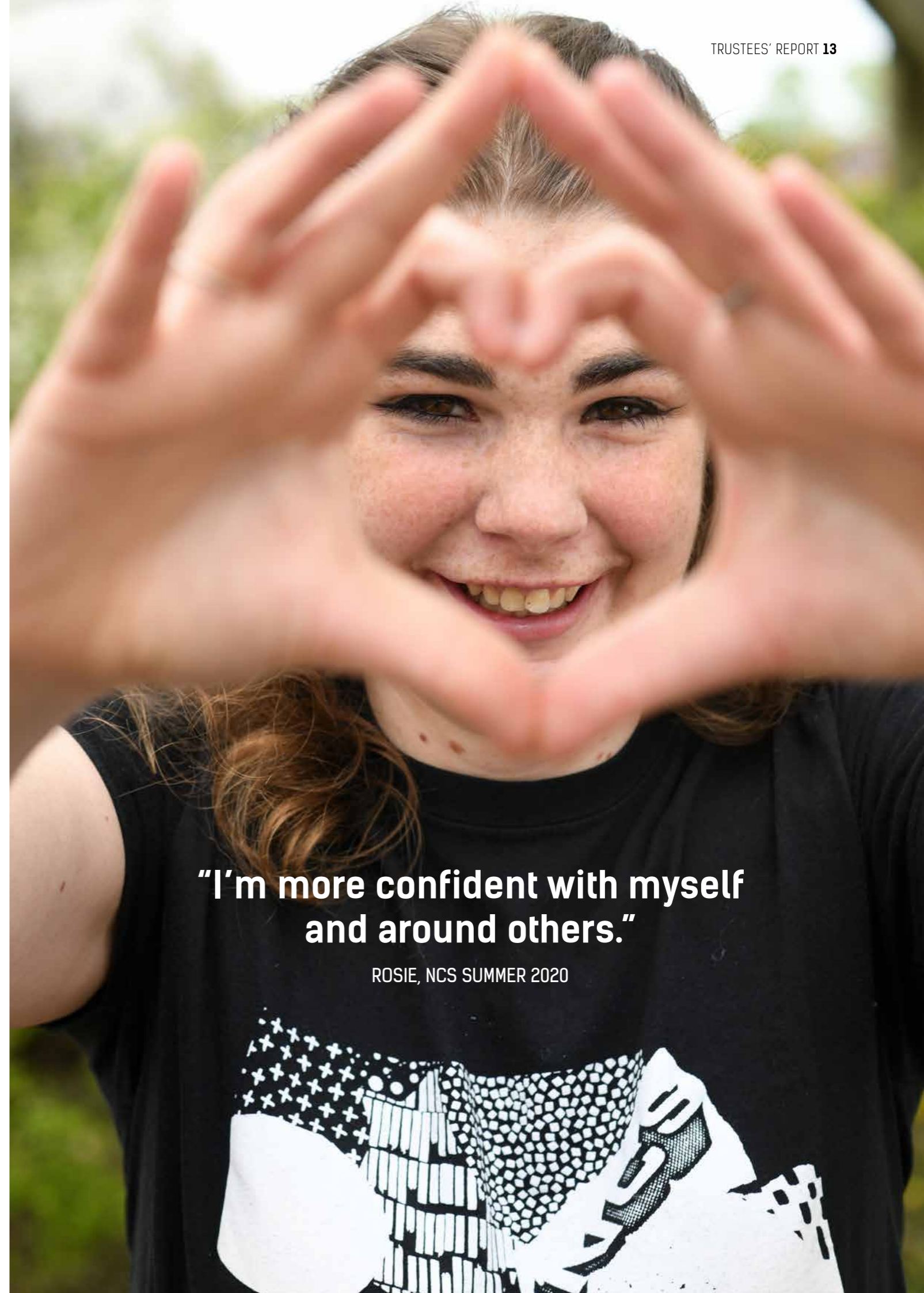
At a time when their exams were disrupted and they didn’t know when they’d next be able to spend time with friends, the course provided 110 teens with the space to develop their confidence and meet new people.

NCS is all about helping teenagers realise their potential by giving them a taste of independence and new skills to set

them on the right path for the future. This was more important than ever this year as many had missed out on valuable life experiences. Despite the challenges, the feedback we received from our students showed how important NCS was to their personal development.

**“It was the first time I’d been around people for four months. Talking to people was really difficult at first, but now I know I can find the courage to speak up!”**

In 2021, we will be working with a further 144 students, across 27 schools, to help create a county of connected, confident and caring citizens.



**“I’m more confident with myself and around others.”**

ROSIE, NCS SUMMER 2020



**“My friends weren’t always the best influence, so meeting new people who are in the same position as me, helped to build my confidence.”**

JUDE, IPSWICH

**Jude’s story**

After being signed off work due to poor mental health, Jude had no motivation and felt like he had nothing going for him. Money was tight, he was sofa-surfing and he eventually found himself on the wrong side of the law.

Through the Youth Offending Team, Jude heard about The Prince’s Trust Team Programme. He didn’t feel ready for work but thought it would be a good way to keep himself out of trouble and fill his time.

The experience was an eye-opening one for Jude. On his work placement, he supported young people with special educational needs and really took pride in the responsibility he’d been given.

After the course, Jude found work as a Window Cleaner and will be volunteering at Inspire Suffolk this summer to help others like him find their next steps.

**“I think the course helped me grow up. I had just turned 18, so it put me on the right track.”**



**Step Up success**

Our Step Up courses provide structured, industry-specific knowledge to improve the employment prospects of young people, between 16–25-years-old, by equipping them with a start-up qualification, skills and the confidence to be ready for work, gain employment or move on with their lives.

In 2020, the course was heavily affected by the Covid-19 lockdown but our tutors worked hard to re-write provision into a virtual format and relaunched the service in September. Since then, 100 young people have completed the course, earning qualifications in construction, food hygiene and digital marketing.

**Sector-based work academy programme**

In line with our strategy and assessing the need for a wider range of courses, we have introduced a brand-new employability course to our package of support.

**SWAP** was designed to help those receiving unemployment benefits to find work in new industries and succeed in the workplace. Working in close partnership with employers, DWP and Suffolk County Council, the programme began in January 2021 to help young people gain new skills, qualifications and work experience. So far this year, we have already helped 23 young people to move closer to work.



**CSCS card helps Eugenie find work**

When Eugenie finished college, she knew university wasn’t the right path for her but didn’t know what to do next. She was at a crossroad.

Eugenie joined our Step Up Construction course to improve her employability, gain her CSCS card and develop her interpersonal skills. Eugenie was one of a handful of women to ever take the course, and she passed with flying colours.

Despite not having experience, Eugenie was offered a traineeship with a local company soon after the course ended. They were impressed by her attitude to work and the initiative she’d shown in gaining her CSCS card.

Eugenie is now working as a Trainee Engineer and is thankful to Inspire Suffolk for the opportunity to develop her skills. In the future, Eugenie hopes to continue her career in engineering and has aspirations to work in the nuclear power industry.

**“I think it’s important to realise that whatever gender you are, you shouldn’t feel pushed into certain roles based on it. If you’ve got the skills, you’re a valuable asset and people will recognise it.”**





# What do we do?

## In the last 7 years, we have...



supported over **2700** young people and **17,000** children



.....  
spent supporting local causes and people on community projects  
.....



## In 2020...



<b>799</b>	young people were supported through our education programmes
<b>2075</b>	holiday club sessions ran in Suffolk
<b>1100</b>	free lunches were provided during school holidays

**92%** of people who used our holiday clubs this year would recommend Inspire Suffolk to a friend

**120** young people took part in the 'Keep Doing Good' NCS programme



**100%** of students felt safe on our programmes

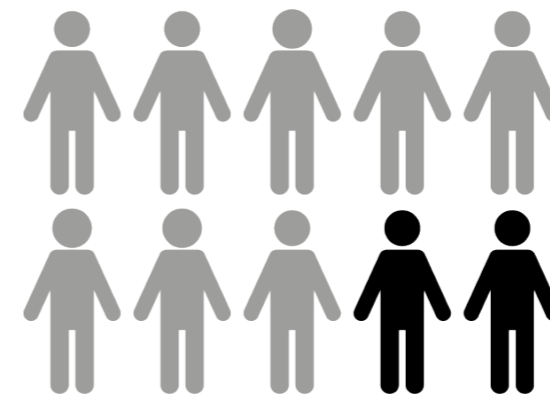


Time spent on projects supporting our community by Team Programme and NCS students

.....  
**93%** programme satisfaction across our range of education services



<b>593</b>	young people accessed our East Suffolk Youth Employment Service (YES.) this year
<b>1800+</b>	YES. virtual and Covid-secure sessions delivered to young people in East Suffolk



**82%** of our Team Programme students feel they gained valuable skills and knowledge

**1857** users visited the YES. website, following it's launch on 1st June 2020



<b>880</b>	hours of free counselling since the Wellbeing Service launched in May
<b>283</b>	young people supported through the Wellbeing Service

**98** young people achieved a qualification in Employment, Teamwork and Community Skills

# Motivational sport in Suffolk



## Sport in Schools

Throughout the pandemic, we have continued our work in schools around the county, supporting teaching staff by providing specialist Sports Teaching and Continuing Personal Development (CPD) for staff teaching Curriculum PE.

Our sessions aim to inspire children to take an interest in their health and education at a young age by providing opportunities to learn new skills and get active.

Our practice is flexible and allows us to meet the needs and demands of individual schools and their children. During lockdown, this meant we were well placed to provide inspiring sports sessions to children of essential workers. Our staff also created online challenges to keep students who were learning from home healthy and engaged.

**“Throughout the pandemic, Inspire Suffolk have played a vital role in supporting our children to maintain a healthy body and mind.”**

Emma Churchman, Martlesham Primary School



## Holiday Clubs

Designed by our qualified staff and supported by Ipswich School of Dancing, our holiday clubs are jam-packed with fun activities to keep children busy during the school holidays.

In 2020, 232 children attended our clubs and 96% of parents surveyed said they would recommend us to a friend.

Our clubs not only provide an unforgettable experience, but they also focus on developing the skills children need for the future. This year we introduced four 'Star Groups' so children can tailor their time with us to their key stage, hobbies and interests.

All of our activities are planned to support children's learning while keeping them active, happy, and entertained. Whether it's cake making, football training or Lego creations, there's always something exciting to be a part of!



**“After the year the children have had it made up for it. Thank you again”**

ANON

## Support for local families

During a tough year for many families, our charity delivered the government's Holiday Activities and Food Programme to 94 children living in Suffolk.

The scheme is designed to provide free meals and wrap-around care to eligible children living in the UK. Funded by the Department of Education, and managed by Suffolk County Council, it tackles health inequalities by offering disadvantaged children opportunities to socialise and take part in enrichment without the barrier of cost.

School holidays can be a particular pressure point for families due to increased costs and reduced incomes,

which for some children means they aren't able to access the same opportunities as their peers. As a result, we continue to do all we can to make sure the experiences we provide are available to everyone, no matter their background or current circumstances.

**“Our pioneering Holiday Activities and Food programme will support even more disadvantaged children over the holidays with healthy meals, fun activities, and learning opportunities”**

Vicky Ford, MP



### Fundraising weekend

June 2020 saw a legion of staff and supporters come together for our Fundraising Weekend to raise much-needed funds for the charity.

Last year was a challenging one as we experienced a significant drop in our voluntary income as restrictions prevented our usual events.

To help us continue to reach those who needed us most, our fundraisers set out to raise £10,000 through a series of individual challenges, designed to push them outside of their comfort zone – something we ask our students to do everyday.

From cycling to bounceathons, the weekend kicked off with a buzz of activity as each person set off on their challenge. We were blown away by the support and incredible generosity of sponsors who wanted to help give young people the future they deserve.

The weekend exceeded targets, raising an incredible £12,000 to support our work in the county.

Among those taking part was Education Manager, Garry Mills, who said, "I chose to do a 100 mile cycle ride in aid of Inspire Suffolk as 2020 was a particularly difficult year for the charity sector. I am thrilled to have played a small part in furthering the work of the charity at such a critical time."



### Chili's face masks

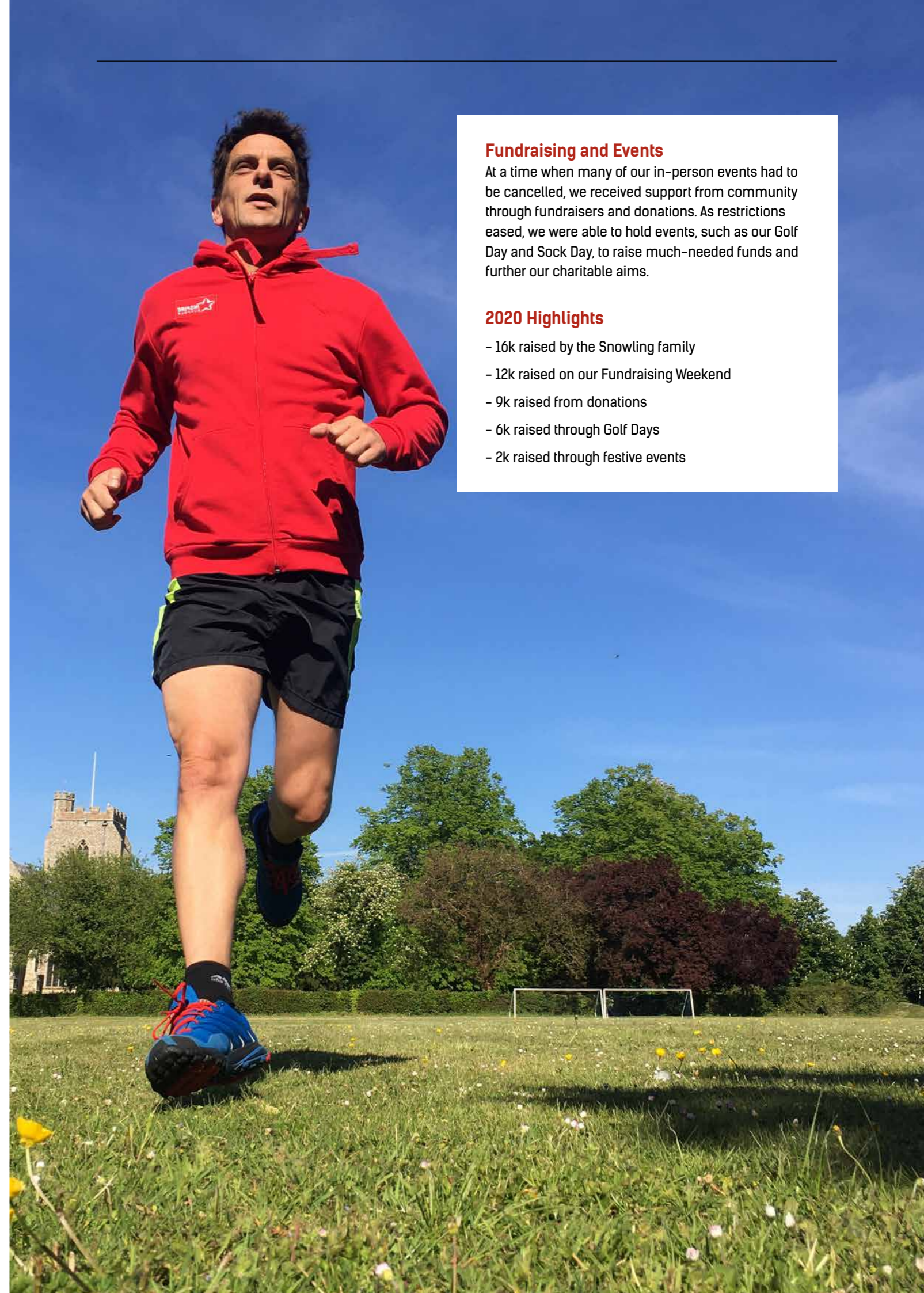
Chili Tozer, 13, raised over £4,000 for Inspire Suffolk in memory of her cousin, Harley, who sadly took his life in 2020. Chili and her family were keen to support our charity to help young people overcome mental health challenges and transform their lives for the better.

Back in April, Chili began selling handmade face masks through Instagram to support our charity during the pandemic. So far she has made and sold over 1,500 masks and has shipped them all over the country.

Her ingenuity and generosity make her a fantastic role model to other young people who want to make a difference in their community, and we are incredibly grateful for her support.

In February 2021, Chili won the Pearson World Changer Award for her fundraising and appeared on BBC Radio Suffolk and Look East to promote our work. Thanks to Chili and her family, we have started much-needed conversations about mental health and continued to reach young people in need of our services.

**"In January, I lost my cousin Harley and my mum suggested making facemasks and selling them to friends and family to raise some money for Inspire Suffolk. It's good to give back and help others who need extra support!"**

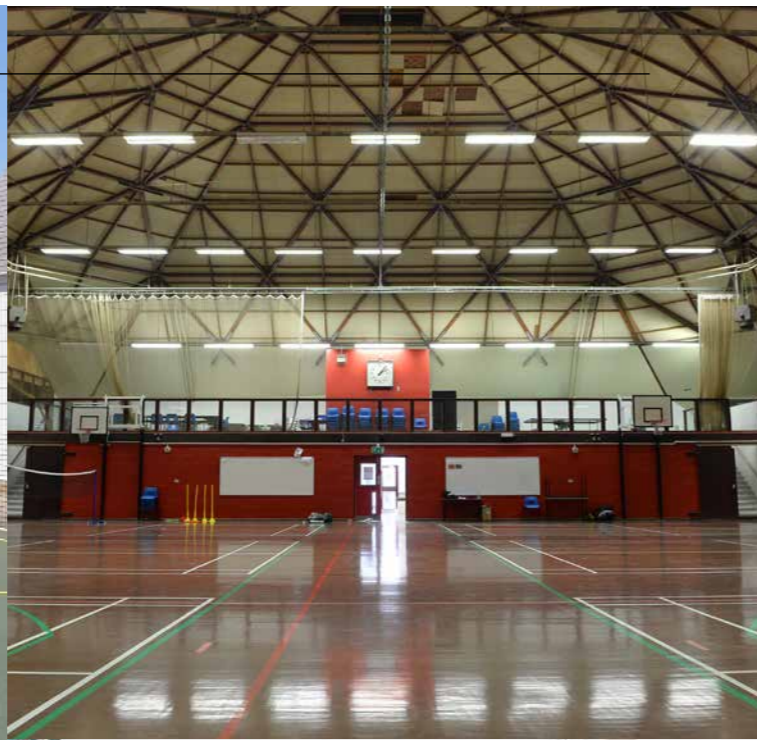


### Fundraising and Events

At a time when many of our in-person events had to be cancelled, we received support from community through fundraisers and donations. As restrictions eased, we were able to hold events, such as our Golf Day and Sock Day, to raise much-needed funds and further our charitable aims.

### 2020 Highlights

- 16k raised by the Snowling family
- 12k raised on our Fundraising Weekend
- 9k raised from donations
- 6k raised through Golf Days
- 2k raised through festive events



**“By the end of the programme, it didn't feel like a team anymore, it was a family.”**

CHLOE, THETFORD

### Creating spaces for community

We have a range of spaces available to hire in Ipswich and Lowestoft, including large events space, classrooms for meetings and sports facilities that enable us to provide a lively hub for the community.

Despite disruptions in the last year, external hire of our venues in Ipswich and Lowestoft continue to provide a key source of income for our charity. Since March 2020, we have worked within restrictions to provide spaces for fitness classes, churches, and much more.

This year, the biggest challenge has been balancing on-site safety, while still being steadfast for the community. By employing strict Covid-19 guidelines,

including sanitation stations and requiring masks to be worn, we've continued to utilise our indoor spaces, welcoming new and existing hirers to the centre.

In 2019, we increased our overall occupancy of our Ipswich site, by acquiring the former Holywells kitchen and converting it into an office space. This has allowed us to generate a greater level of lease income and develop future plans through 2020 and beyond.

At our Lowestoft location, the outside space recently underwent a transformation, creating a multi-use game area that now offers additional low cost space for our programmes and income through outside hire.

### Chloe's story

Chloe's anxiety was affecting every aspect of her life. She couldn't speak to new people, didn't like going out and had lost interest in the things she used to enjoy.

She decided to try The Prince's Trust Team Programme after hearing about it through the job centre. Although, she knew it would be a lot of work, she thought the experience would be exactly what she needed.

Over the course of 12 weeks, Chloe built close friendships with her team members and organised a social action project where she delivered Christmas Cards to her local community. Slowly, she overcame the barriers that were holding her back.

Chloe has taken the lessons she learned from the course to move forward with her life and no longer feels that her anxiety has any bearing on her future.



# Snapshots of 2020



Tom Hunt and Vicki Ford visit our holiday clubs



A Fundraising Weekend to remember!



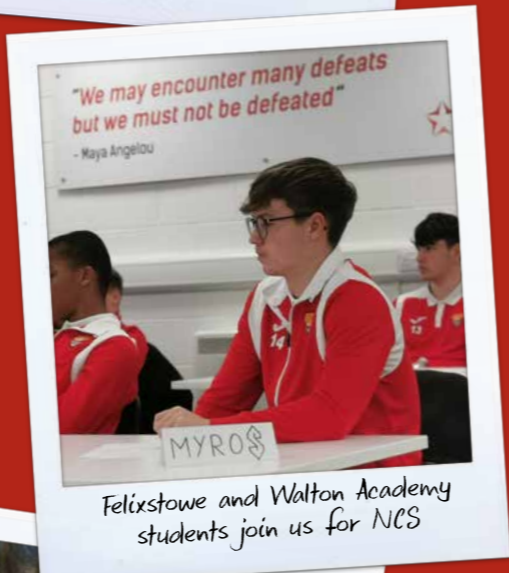
Staff and Student Awards Evening



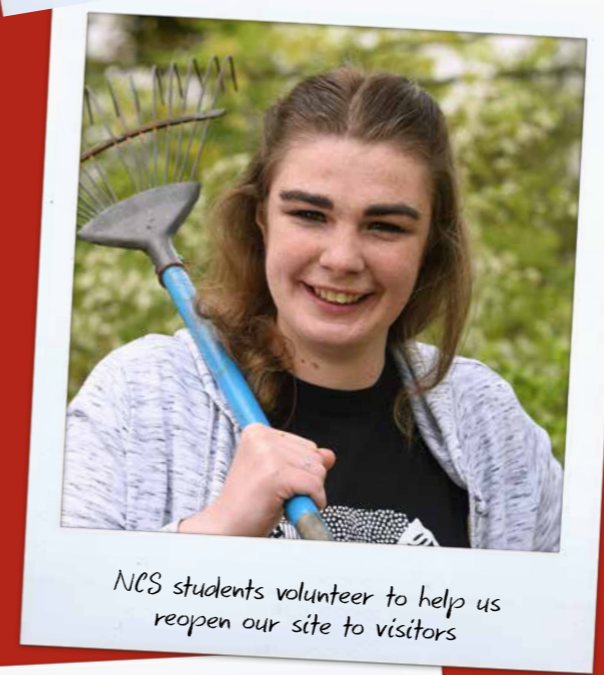
Golf Day at Seclford Golf Course



Step Up Construction returns to provide students with routes into the industry



Felixstowe and Walton Academy students join us for NCS



NCS students volunteer to help us reopen our site to visitors



Local businesses and schools take part in Santa's Sock Day



Covid-secure activity days for students on Team Programme



Holiday clubs return throughout Suffolk



Team Programme supports 119 students!



Funding secured for the return of our free Turn Up and Play

# Our plans for 2021

Inspire Suffolk will continue to work tirelessly to support young people who need our services. In 2021 we will particularly look to expand the Wellbeing Service that supports young people facing mental health challenges. This has seen significant benefit being delivered to those we have supported. Expansion in this area will take the form of engaging with more individuals and across a broader geographical area.

In the work we target towards young people who need re-engagement into education or assistance in taking their next positive steps into the working environment, 'Lockdown' provided us with an opportunity to test our ability to engage 'remotely'. Although a return to face-to-face engagement in 2021 has always been our preference, it has been heartening to have this borne out by those we work with. Nevertheless, we know that remote learning can provide an excellent platform for some young people as a starting point of their journey with us and beyond. This coming year will see the charity provide a blend of learning choices rather than a one-size-fits-all approach.

The Youth Employment Service came into its own during the last 12 months and has shown that the approach of working with those we support on a 'tailored' basis is working. With this in mind and subject to funding being available and secured, we intend to broaden the geographical area in which this service operates beyond the current East Suffolk boundary and to use the service as an entry point to a significant number of our programmes to support our learner 'journey'.

As part of the charity's wider business plan, 2021 will see work undertaken to assess the need and opportunity to expand the services of our charity into West Suffolk. The charity has a history of delivering quality provision in the west of the county and we are keen to explore areas where our expertise can support work already taking place. This is the approach we have taken in Ipswich, Lowestoft and will replicate again here.

A final word about how our staff will do their work for the charity post-pandemic. A lot has been written about flexible working practices and working from home. Although we have seen that the charity can continue to operate away from the office during difficult times, our default is to return to the workplace. Having said that, greater flexibility will be given to staff who would prefer to spend some time at home, particularly when specific tasks may be easier to achieve away from the office environment.



# Financial review

The financial focus during 2020 was careful management of resources to ensure that the Charity remained resilient during the COVID lockdown periods and able to quickly restart programmes and fundraising activity when allowed.

We are pleased to report that despite the many financial challenges, the year ended with total net income of £70k, of which £12k related to unrestricted income. This year end position is as a result of a considerable effort on the part of all trustees and staff, understanding and commitment of our funders, generous donations from our supporters, strong financial controls and cost cutting decisions, and the acceptance of much-needed government support from the Coronavirus Job Retention Scheme and other Covid grants.

Income reduced during the year by 16% to £1.3m as many of our services came to an abrupt halt. Our largest loss of income for the year was from our Team Programme which had to abort one of its three programmes during the year. Other areas of our work including fundraising events, venue hire, and holiday clubs were also significantly affected. However, included within income is funding received from the Coronavirus Job Retention Scheme which was utilised to retain most roles within the organisation while our delivery was paused, and new funding was secured for our Wellbeing Programme. This year also saw the conclusion of a 3-year grant from the Big YIF which in the previous year had resulted in income of £164k compared to only £42k in 2020.

Our expenditure during the year reduced by 18% to £1.2m as a result of cost savings during the period of closure and very careful financial management when programmes were able to commence again. The move to delivering some programmes in a virtual setting where necessary had the advantage of saving some of the direct delivery costs usually incurred and overhead costs were kept to a minimum.

Despite the loss of all our major fundraising events, including Strictly Charity and the Glitter Ball, our fundraising efforts were boosted by a staff fundraising challenge which raised £13,000 and donations raised In Memory of Harley totaling £17,324.

The positive position at the year end disguises the financial uncertainty which was prevalent throughout most of the year and not knowing when delivery would commence and how much funding would be received meant that the organisation was reliant on its reserves to plan for the worst-case scenarios. As part of this robust financial planning the organisation secured a Coronavirus Business Interruption Loan for £150k to provide cash flow support whilst it made the necessary financial decisions. This provided vital reassurance to the trustees and auditors to ensure the organisation could operate on a going concern basis. The loan balance will only be used as a short-term cash buffer and its potential early repayment will be reviewed regularly by the Board.

## Reserves policy

Reserves are held in order to provide for continuity of service in the event of the loss of a major funder or project, or a dramatic change in the Charity's operating environment. The Charity reviewed its reserves policy during the year and agreed on three key areas for which it would hold reserves:

1. Operational Reserves of £180k – to ensure continuity of service in the event of the loss of a major funder or project, and any ultimate potential winding up of the Charity.
2. Capital Replacement Reserves of £22k – in-line with a rolling 3-year capital expenditure plan to ensure appropriate upgrades to building, IT infrastructure and office equipment.
3. Project Development Reserves of £10k – a level of reserves set aside to enable capacity to develop specific project areas, such as the delivery of pilot projects, undertaking research and evaluation projects, etc.

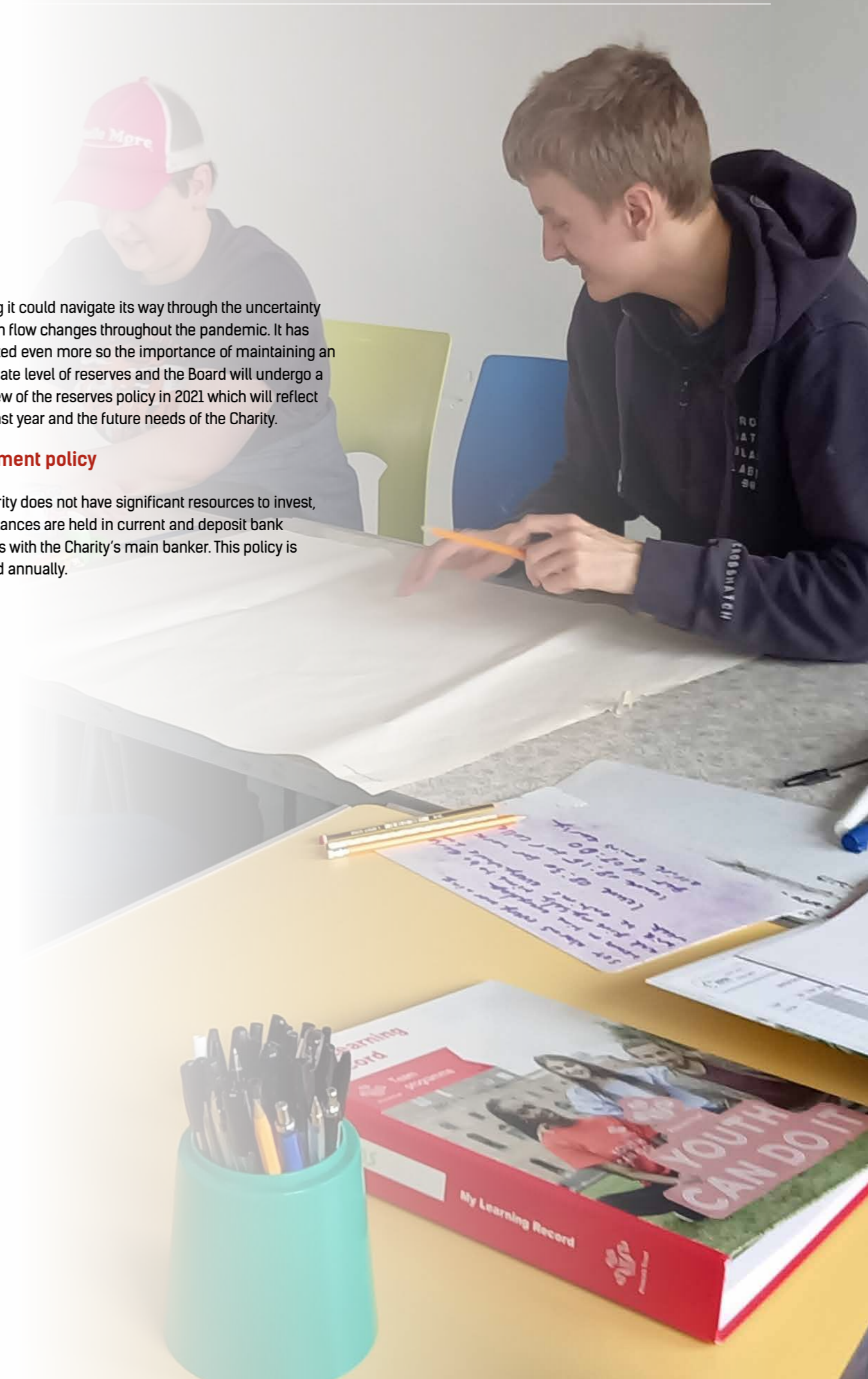
The total unrestricted reserves in accordance with this policy would therefore total £212k. The actual level of unrestricted reserves at the year-end (excluding fixed assets) was £225k. This was achieved through very careful financial management during the year and through the hard work and commitment of all employees, trustees, and funders.

The level of reserves held by the Charity was crucial in

ensuring it could navigate its way through the uncertainty and cash flow changes throughout the pandemic. It has highlighted even more so the importance of maintaining an appropriate level of reserves and the Board will undergo a full review of the reserves policy in 2021 which will reflect on the last year and the future needs of the Charity.

## Investment policy

The Charity does not have significant resources to invest, cash balances are held in current and deposit bank accounts with the Charity's main banker. This policy is reviewed annually.



# Governance and administration

The persons who were Trustees as at the date of the approval of accounts and those who have served as trustees during the year are detailed on the Company Information page. For the purpose of this report the Director/Trustees are referred to as Trustees. The Trustees' Report incorporates the requirement of the directors' report under company law.

Inspire Suffolk Ltd (the "Charity" or the "Company") is a sole member company that has been registered as a charity (1101519). The Charity's governing documents are the Memorandum and Articles of Association dated 17th January 2013. The member is the Trustee Terry Hunt.

Under the terms of these Articles of Association, the member may appoint a representative as a director, who is also a Trustee. Further Trustees are appointed by the board. No other person or external body is entitled to appoint one or more of the Charity's Trustees. The Trustees are responsible for the actions and activities of the Charity. All Trustees are appointed for a fixed term, and can then be re-appointed.

## Trustee Board

The board of Trustees has ultimate legal responsibility for our organisation and works to ensure good governance with the help of its sub-committees (Finance and Employment Committee and Programmes and Outcomes Committee). The board agrees the overall strategic direction and is our highest decision-making body. Its members are volunteers. They work alongside the CEO and the senior management team, who are responsible for the implementation of policy and for the management of the day-to-day running of the organisation.

A sub committee of the Board exists to determine the remuneration of the Chief Executive through a review of performance and consideration of market data. The remuneration of the senior management team is set by the Chief Executive.

During the year the charity paid for Trustee Indemnity Insurance amounting to £296 (2019: £525) on behalf of the trustees.

## Trustee induction, recruitment and training

Recommendations for Trustees are put before the Nominations Committee for approval. Once the recommendation has been approved, it is then agreed by the Board.

The Charity continues to develop its procedure to ensure that the Trustee is aware of his or her responsibilities, has a good understanding of the Charity, understands its future strategy, is provided with relevant information from the Charity Commission and is offered ongoing training and information to ensure they are brought up to date with developments in law. Trustees are invited and encouraged to attend presentations and events which include the young people we work with.

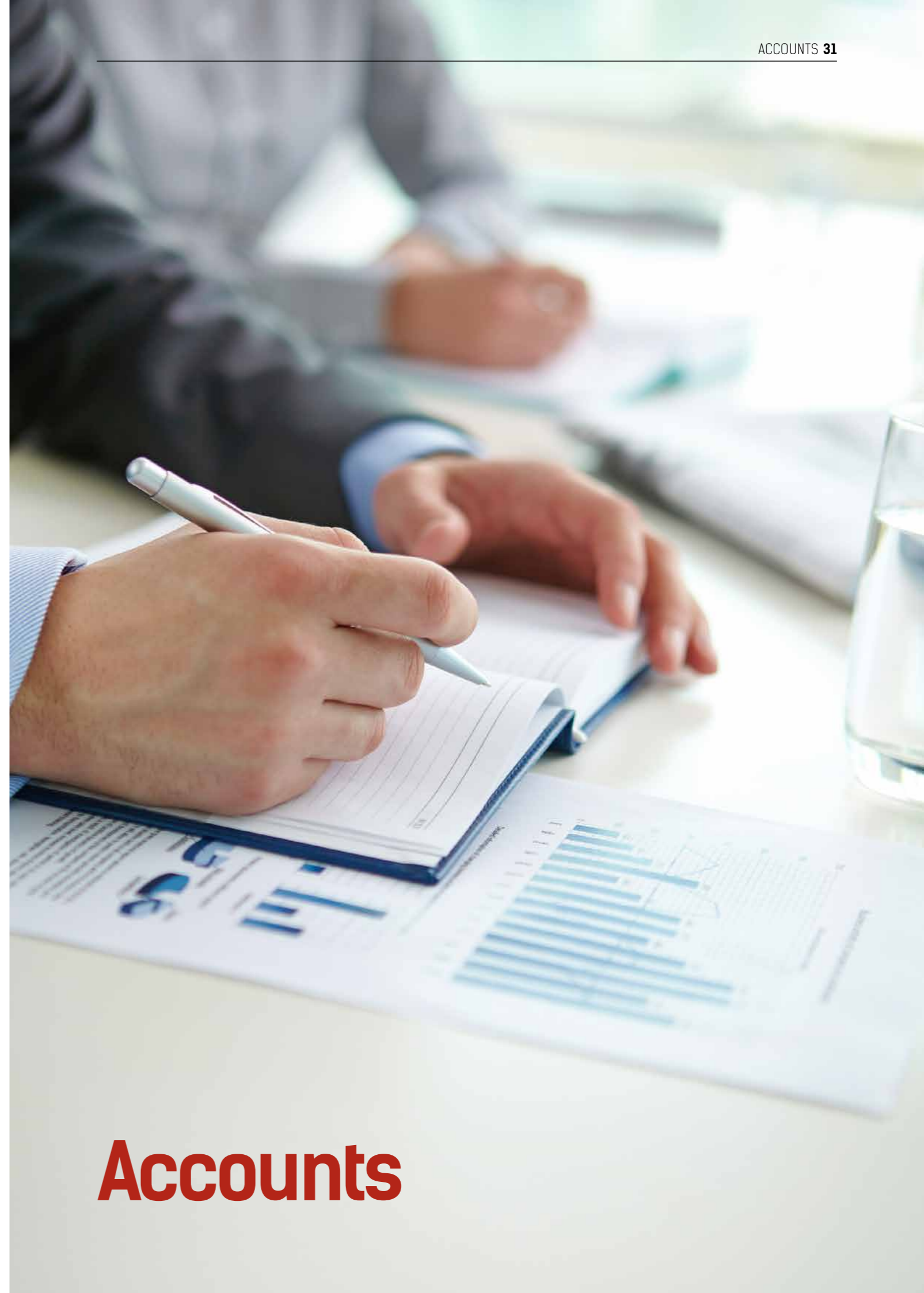
Trustees' terms of office last for three years, and they can serve up to three consecutive three-year terms, after which they may be invited to serve additional years at the invitation of the board, before standing down.

## Operational Management

The Chief Executive Officer oversees a senior management team that includes, Deputy Chief Executive; Chief Finance Officer; Two Education Programme Managers; Grants & Development Manager; Centre Operational Manager, Senior Marketing Executive and HR Lead / Executive Assistant to CEO. The Senior Management Team meets monthly to ensure that the organisation is meeting its strategic objectives, working to budget, assessing charitable impact and identifying opportunities. It also has responsibility to identify and manage risk.

## Risk

The senior management team review of the risk register takes place at their monthly meetings. In addition, this document is considered by the Trustees in detail at least once every year, and is tabled at every Trustee Board Meeting. Any major risks to which the Charity is exposed, which include a loss of a major funder, and the effects of an unpredictable financial climate, as identified by the Trustees and management team, have been reviewed by the management team, and systems or procedures have been established to manage those risks.



# Accounts



## Independent Auditors' report to the member of Inspire Suffolk Ltd

### Opinion

We have audited the financial statements of Inspire Suffolk Ltd (the 'charitable company') for the year ended 31st December 2020 which comprise the Statement of Financial Activities incorporating Income and Expenditure Account, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable charity's affairs as at 31st December 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

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

### Conclusions relating to ongoing concern

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

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

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

### Other information

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

We have nothing to report in this regard.

### Opinion on other matter prescribed by the Companies Act 2006

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

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

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

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

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

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

### Responsibilities of Trustees

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

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

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

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

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

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial experience and through discussions and enquiries of Trustees and management. During the engagement team briefing, the outcomes of these discussions were shared with the team, as well as consideration as to where and how fraud may occur in the company.

The following laws and regulations were identified as being of significance to the company:

- Those laws and regulations considered to have a direct effect on the financial statements including UK financial reporting standards, taxation regulations and the Charities Act 2011;
- The company is subject to many other laws and regulations where the consequences of noncompliance

could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety, safeguarding, human rights and employment law and GDPR compliance.

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: enquiries of management and those charged with governance as to whether the company complies with such regulations; enquiries of management and those charged with governance concerning any actual or potential litigation or claims, inspection of relevant legal documentation, review of board minutes, testing the appropriateness of entries in the nominal ledger, including journal entries and the performance of analytical procedures to identify any unexpected movements in account balances which may be indicative of fraud.

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK).

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

### Use of our report

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



### Sharon Gravener (Senior Statutory Auditor)

For and on behalf of Scrutton Bland LLP, Statutory Auditor  
Fitzroy House, Crown Street, Ipswich, IP1 3LG  
6 July 2021

## Trustees' responsibilities statement

The trustees (who are also the directors for the purpose of company law) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees must prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). 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 of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate.

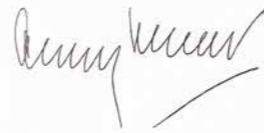
The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustees confirm that so far as they are aware, there is no relevant audit information (as defined by section 418(3)

of the Companies Act 2006) of which the charitable company's auditors are unaware. They have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

This report was approved by the Trustees on 6 July 2021 and signed on its behalf by:



Terry Hunt, Trustee



# Accounts for the year ended 31<sup>st</sup> December 2020

We are dedicated to helping young people in Suffolk achieve brighter futures. To celebrate their achievements, we held our third annual Staff and Student Awards in March 2020.

Picture: Our Chair, Terry Hunt, presenting an award.

# Statement of financial activities

(Incorporating an income and expenditure account)  
For the year ended 31st December 2020

	Notes	31/12/2020 Unrestricted funds (£)	31/12/2020 Restricted funds (£)	31/12/2020 Total funds (£)	31/12/2019 Total funds (£)
<b>Income</b>					
Grants and donations	2	87,169	248,238	335,407	336,442
Charitable activities	2	948,797	-	948,797	1,151,146
Other trading activities (fundraising)	2	13,116	-	13,116	64,512
Investments	2	200	-	200	625
<b>TOTAL INCOME</b>		<b>1,049,282</b>	<b>248,238</b>	<b>1,297,520</b>	<b>1,552,725</b>
<b>Expenditure on:</b>					
Raising funds	3	(23,799)	-	(23,799)	(47,373)
Charitable activities	3	(1,013,802)	(189,975)	(1,203,777)	(1,438,359)
<b>TOTAL EXPENDITURE</b>		<b>(1,037,601)</b>	<b>(189,975)</b>	<b>(1,227,576)</b>	<b>(1,485,732)</b>
<b>Net income and expenditure and net movement in funds</b>	<b>11</b>	<b>11,681</b>	<b>58,263</b>	<b>69,944</b>	<b>66,993</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		375,006	121,815	496,821	429,828
Transfers between funds		60,887	(60,887)	-	-
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>447,574</b>	<b>119,191</b>	<b>566,765</b>	<b>496,821</b>

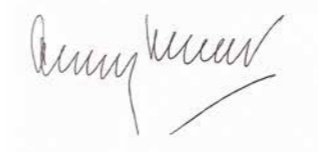
- The above results arose wholly from continuing operations.
- There were no gains or losses in either year other than the surplus for the year and accordingly, no statement of total recognised gains or losses is presented.
- The notes on pages 38 to 46 form part of these financial statements.

# Balance sheet

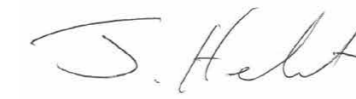
As at 31st December 2020

	Notes	31/12/2020 Total funds (£)	31/12/2019 Total funds (£)
<b>Fixed assets</b>			
Tangible Assets	6	222,268	186,172
Investments	7	1	1
<b>NET FIXED ASSETS</b>		<b>222,269</b>	<b>186,173</b>
<b>Current assets</b>			
Debtors	8	158,625	305,864
Cash at bank and in hand		467,441	204,635
<b>TOTAL CURRENT ASSETS</b>		<b>626,066</b>	<b>510,499</b>
<b>Liabilities</b>			
Creditors: amounts falling due within one year	9	(147,311)	(199,851)
<b>NET CURRENT ASSETS</b>		<b>478,755</b>	<b>310,648</b>
Creditors: amounts falling due after more than one year	10	(134,259)	-
<b>NET ASSETS</b>		<b>566,765</b>	<b>496,821</b>
<b>The funds of the charity</b>			
Restricted income funds	11	119,191	121,815
Unrestricted income funds	11	447,574	375,006
<b>TOTAL CHARITY FUNDS</b>		<b>566,765</b>	<b>496,821</b>

These financial statements are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and were approved by the Board of Trustees and authorised for issue on 6 July 2021 and were signed on its behalf by:



**Terry Hunt**  
Trustee



**Julian Herbert**  
Trustee

Company registration No. 04881803. The notes on pages 38 to 46 form part of these financial statements.

# Statement of cash flows

As at 31st December 2020

	Notes	31/12/2020 (£)	31/12/2019 (£)
<b>Cash flows from operating activities</b>			
Net cash provided by (used in) operating activities	17	176,971	16,349
<b>Cash flows from investing activities</b>			
Net interest received		200	625
Purchase of tangible assets		(64,365)	(82,660)
<b>Net cash (used in) financing activities</b>		<b>(64,165)</b>	<b>(82,035)</b>
<b>Cash flows from financing activities</b>			
Proceeds from borrowing		150,000	-
<b>Change in cash and cash equivalents in the reporting period</b>		<b>262,806</b>	<b>(65,686)</b>
<b>Cash and cash equivalents at 1 January</b>		<b>204,635</b>	<b>270,321</b>
<b>Cash and cash equivalents at 31 December</b>	<b>18</b>	<b>467,441</b>	<b>204,635</b>

## Notes

(Forming part of the financial statements)

### 1. Accounting Policies

#### Basis of accounting

The annual report and accounts for the year ended 31 December 2020 have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)(effective 1 January 2019) – (Charities SORP (FRS102)) Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

Inspire Suffolk is an incorporated Charity domiciled and registered in England, which constitutes a public benefit entity as defined by FRS102. Assets and liabilities are initially assigned at cost or transaction value unless otherwise stated in the relevant accounting policy notes. The accounts have been reported in Sterling and rounded to the nearest £1 in both the current and previous accounting periods.

#### Funds

Restricted funds are funds that have restrictions imposed by donors and can only be applied for the particular

purposes specified by donors. Designated reserves are those that, although not restricted, have been reserved by the Charity for a specific project alone. Unrestricted funds are funds that have no restriction as to how they are to be applied. There are no Endowment funds.

#### Going Concern

The Trustees have a reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Trustees Responsibilities.

#### Financial Instruments

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

The following accounting policies have been applied consistently in dealing with items that are considered material in relation to the Company's financial statements.

#### Tangible Fixed Assets and Depreciation

Tangible Fixed Assets costing more than £500 are capitalised at cost including any incidental costs of acquisition. Depreciation is calculated on the cost of the fixed asset on a straight line basis over the following expected useful life:

Leasehold Improvements – between 10 and 25 years  
Plant and Machinery – Computer Equipment – 3 years  
Plant and Machinery – Equipment – 10 years  
Plant and Machinery – Vehicles – 5 Years

#### Income

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Income is generally recognised on a receivable basis and is reported gross of related expenditure. The specific bases for recognition are:

- Voluntary income includes donations, gifts and general funding and is recognised when receipt is probable.
- Gifts in kind are treated as donations in the period the gift is received.
- Charitable activity includes subscriptions raised on the activity and is accounted for when earned. Activity income earned in advance is deferred until entitlement to the income has arisen, at which time it is credited to the Statement of Financial Activities ('SOFA').
- All fees and other services receivable in respect of courses taking place in subsequent financial years are deferred to the year in question.

#### Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of Financial Activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of Financial Activities as the related expenditure is incurred.

#### Expenditure

All expenditure is accounted for on an accruals basis as a liability is incurred. Expenditure includes any VAT that cannot be recovered and is reported as part of the expenditure to which it relates. Expenditure is recognised when it is incurred and is reported gross of related income on the following bases:

- Costs of raising funds comprise the costs associated with attracting voluntary income.
- Charitable expenditure comprises direct expenditure including direct staff costs attributable to the Charity's activities. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with the use of the resource as described below.
- Support costs and governance costs have been allocated to activity cost categories on a basis consistent with the use of the resources, e.g. allocating staff costs by the time spent on a project/activity and other costs by usage.

#### Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

#### Pensions

Contributions to defined contribution pension schemes are charged to the income and expenditure account when payable.

#### Taxation

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

#### Group accounts

The Charity owns 100% of the share capital of a dormant company and has therefore taken advantage of the exemption to not prepare group accounts.

**2. Analysis of Income**

	Unrestricted Funds	Restricted Funds	31/12/2020 Total (£)	31/12/2019 Total (£)
Grants and donations	87,169	248,238	335,407	336,442
Fundraising	13,116	-	13,116	64,512
Interest received	200	-	200	625
Charitable activities				
- Education programmes	777,801	-	777,801	1,113,515
- Other activities and events	29,684	-	29,684	37,631
- Coronavirus Job Retention Scheme	141,312	-	141,312	-
	<b>1,049,282</b>	<b>248,238</b>	<b>1,297,520</b>	<b>1,552,725</b>

**3. Analysis of Expenditure**

	Other Fundraising (£)	Charitable Activities (£)	31/12/2020 Total (£)	31/12/2019 Total (£)
Staff costs	17,093	846,190	863,283	876,542
Direct costs	2,934	172,765	175,699	395,103
Support costs (see note 4)	3,772	184,822	188,594	214,087
	<b>23,799</b>	<b>1,203,777</b>	<b>1,227,576</b>	<b>1,485,732</b>
31st December 2019	47,373	1,438,359	1,485,732	

**4. Analysis of Support Costs**

The charity identifies its support costs which can't be directly attributed to an activity. These are then apportioned on an appropriate basis between the main activities of the charity.

	31/12/2020 Total (£)	31/12/2019 Total (£)	Basis of apportionment
Depreciation	28,269	17,616	% of staff costs
Subscriptions and licences	26,920	34,674	% of staff costs
Premises costs	76,592	74,712	% of staff costs
Finance and professional	11,078	13,894	% of staff costs
Governance costs	10,741	20,750	
Office and other costs	34,994	52,441	
	<b>188,594</b>	<b>214,087</b>	

The governance costs shown above include auditors' remuneration for this Company of £6,204 (31 December 2019: £5,964).

The finance and professional costs shown above include auditors' remuneration for this Company for Other Services, relating to accountancy support, of £Nil (31 December 2019: £1,560).

**5. Staff Numbers and Costs**

The average number of persons (full time equivalent) employed on the Charity's activities during the period was 36 (2019: 40). The average headcount was 47 (2019: 54).

	31/12/2020 Total (£)	31/12/2019 Total (£)
Wages and salaries	786,607	805,312
Social security costs	56,098	53,072
Other pension costs	20,578	18,158
	<b>863,283</b>	<b>876,542</b>

No members of staff received emoluments between £60,000 – £70,000 in the current account period (2019: Nil).

The total employment costs of the Senior Management Team, which is comprised of the Chief Executive and 8 other staff members was £297,433 (2019 – Chief Executive and 6 other staff members £290,737). No trustees received any remuneration or reimbursement of any expenses from the Charity. During the period £296 (2019: £525) was paid for Trustee Indemnity insurance.

The average head count and full time equivalent staff of the Charity is split across the following roles:

	FTE		Headcount	
	31/12/2020	31/12/2019	31/12/2020	31/12/2019
Governance	1	1	1	1
Management	7	7	8	8
Admin	4	5	6	6
Delivery	24	27	32	39
	<b>36</b>	<b>40</b>	<b>47</b>	<b>54</b>

**6. Tangible Assets**

	Leasehold Property Improvements (£)	Computer Equipment (£)	Equipment (£)	Vehicles (£)	Total (£)
<b>Cost</b>					
As at 1 January 2020	102,979	86,569	97,541	23,838	310,927
Additions	58,314	2,338	3,713	-	64,365
Disposals	-	-	-	-	-
<b>As at 31 December 2020</b>	<b>161,293</b>	<b>88,907</b>	<b>101,254</b>	<b>23,838</b>	<b>375,292</b>
<b>Depreciation</b>					
As at 1 January 2020	6,163	54,531	40,223	23,838	124,755
Charge for the Period	5,412	14,694	8,163	-	28,269
On Disposals	-	-	-	-	-
<b>As at 31 December 2020</b>	<b>11,575</b>	<b>69,225</b>	<b>48,386</b>	<b>23,838</b>	<b>153,024</b>
<b>Net Book Value</b>					
As at 31 December 2019	96,816	32,038	57,318	-	186,172
<b>As at 31 December 2020</b>	<b>149,718</b>	<b>19,682</b>	<b>52,868</b>	<b>-</b>	<b>222,268</b>

## 7. Investments

In 2014 the Charity acquired 100% of the £1 ordinary share capital of a limited company called Healthy Ambitions Trading Limited (07810625), a company registered in England and Wales. The company is dormant and the investment is recorded at cost.

## 8. Debtors

	31/12/2020 Total (£)	31/12/2019 Total (£)
Trade debtors	50,392	138,259
Prepayments and accrued income	108,233	167,605
	<b>158,625</b>	<b>305,864</b>

## 9. Creditors: Amounts Falling Due within One Year

	31/12/2020 Total (£)	31/12/2019 Total (£)
Bank loans	15,741	-
Trade creditors	26,379	25,778
Other tax and social security	42,642	39,326
Other creditors	9,734	10,659
Accruals and deferred income	52,815	124,088
	<b>147,311</b>	<b>199,851</b>
Deferred income brought forward	73,833	52,828
Deferred income released	(73,833)	(52,828)
Deferred income adjustment	18,390	73,833
Deferred income carried forward	18,390	73,833

## 10. Creditors: Amounts Falling Due after more than One Year

	31/12/2020 Total (£)	31/12/2019 Total (£)
Bank loans	134,259	-
	<b>134,259</b>	<b>-</b>
<b>Bank loans are repayable as follows:</b>		
Within one year	15,741	-
Between one to two years	25,682	-
Between two to five years	81,977	-
More than 5 years	26,600	-
	<b>150,000</b>	<b>-</b>

In 2020 the charity took out a Coronavirus Business Interruption Loan with Barclays Bank Ltd. The Government provides Barclays with a guarantee for 80% of the loan, however, the charity is responsible for repaying 100% of the facility. The loan can be repaid early in full or in part, without incurring prepayment fees. The loan is repayable over the period until November 2026. The interest rate on the loan is 2.99% above base rate.

## 11. Movement in Funds

a) Unrestricted funds – movement in period.

	Balance 01/01/2020 (£)	Income (£)	Expended (£)	Transferred (£)	Balance 31/12/2020 (£)
General Unrestricted funds	188,833	1,049,282	(1,037,601)	24,792	225,306
Unrestricted Fixed Assets	186,173	-	-	36,095	222,268
<b>Total Unrestricted Funds</b>	<b>375,006</b>	<b>1,049,282</b>	<b>(1,037,601)</b>	<b>60,887</b>	<b>447,574</b>

b) Restricted funds – movement in period.	Balance 01/01/2020 (£)	Income (£)	Expended (£)	Transferred (£)	Balance 31/12/2020 (£)
Active Suffolk Satellite club	4,503	-	(405)	-	4,098
Annie Tranmer Charitable Trust	-	500	(500)	-	-
AquiGen	-	1,000	-	-	1,000
Big Lottery Fund	48,621	42,098	(90,719)	-	-
Chancerygate	-	1,000	-	-	1,000
Councillor Russ Rainger	1,200	-	(1,200)	-	-
East Suffolk Council	-	1,000	(1,000)	-	-
EDF: Leiston Project	22,268	-	(22,268)	-	-
EDF: Lowestoft Project	18,512	25,000	(10,233)	(2,573)	30,706
EDF: MUGA	6,270	-	(956)	(5,314)	-
EDF: Step Up	-	25,000	-	-	25,000
Essex Community Foundation	-	11,980	(11,980)	-	-
Football Foundation Grant	-	5,500	(1,689)	-	3,811
Ganzoni Charitable Trust	2,000	-	(2,000)	-	-
Geoffrey Watling	-	5,000	-	(5,000)	-
Hope House & Gippeswyk Educational Trust	657	-	(657)	-	-
Leiston Town Council	182	-	(182)	-	-
Mrs LD Rope: Health Kicks	3,000	-	(3,000)	-	-
Mrs LD Rope: Youth Mental Health	-	2,860	(2,860)	-	-
Norfolk County Council (European Social Fund)	(648)	23,275	(22,626)	-	-
Sport England Grant: MUGA	-	48,000	-	(48,000)	-
Sport England Grant: Turn Up and Play	-	9,958	-	-	9,958
Suffolk Community Foundation	-	10,232	(8,488)	-	1,744
<b>Suffolk Community Foundation</b>					
through Frank Jackson Foundation	-	5,000	-	-	5,000
through Hughes Hallet	-	1,835	(1,835)	-	-
through RJB Fund	-	1,000	-	-	1,000
through Suffolk Police & Crime Commissioner	5,148	-	(5,148)	-	-
through Suffolk Sport Fund	-	2,000	-	-	2,000
through West Fund Grant	-	1,000	-	-	1,000
The Alborada Trust	-	25,000	(3)	-	24,997
The Clothworkers Foundation	8,584	-	(2,225)	-	6,359
Miscellaneous	1,518	-	-	-	1,518
	<b>121,815</b>	<b>248,238</b>	<b>(189,975)</b>	<b>(60,887)</b>	<b>119,191</b>

**The funds are as follows:**

During the year grants and donations were received that were restricted to certain projects as set out above. The balances unspent at year end will be spent during 2021. The transfer between funds relate to capital spend.

**12. Analysis of NET Assets between funds**

	Unrestricted funds (£)	Restricted funds (£)	Total funds Dec 2020 (£)	Funds Dec 2019 (£)
Fund balances at 31 December 2020 are represented by:				
Tangible fixed assets	222,268	-	222,268	186,172
Investments	1	-	1	1
Current assets	506,875	119,191	626,066	510,499
Current liabilities	(147,311)	-	(147,311)	(199,851)
Long term liabilities	(134,259)	-	(134,259)	-
<b>Total net assets</b>	<b>447,574</b>	<b>119,191</b>	<b>566,765</b>	<b>496,821</b>

**13. Member's Guarantee**

The Company has no share capital but is limited by guarantee. The member of the Company is a Guarantor and undertakes to contribute to the assets of the Company in the event of it being wound up, such amount as may be required. The member's liability is limited to £1.

**14. Operating Lease Commitments**

In 2013 the charity entered into a 10 year lease agreement with a peppercorn rent for the Ipswich site.  
In 2018 the charity entered into a 99 year lease agreement with a peppercorn rent for the Lowestoft site.

**15. Capital Commitments**

The Charity had no capital commitments at 31 December 2020 (2019: £Nil)

**16. Contingent Liabilities**

In the opinion of the trustees there were no contingent liabilities at 31 December 2020 (2019: £Nil)

**17. Related Party Disclosures**

Birketts LLP is treated as a related party, as a Trustee, Liz Brownsell, is a Partner. The following balances and transactions are therefore disclosed:

Income and Expenditure Account	
Finance and professional costs	
Legal and professional fees	£2,186 (2019: £6,579)

Asset Education Academy Trust is treated as a related party, as the wife of Trustee, Julian Herbert, is the Trust Finance Officer. The following balances and transactions are therefore disclosed:

Income and Expenditure Account	
Charitable activity income	
Education programmes	£410 (2019: £76,793)

MHA Macintyre Hudson is treated as a related party, as the Trustee, Cara Miller, is a Partner of the partnership. The following balances and transactions are therefore disclosed:

Income and Expenditure Account	
Finance and professional costs	
Legal and professional fees	£Nil (2019: £4,200)

**18. Reconciliation of NET income/(expenditure) to NET cash flow from operating activities**

	2020	2019
<b>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</b>	<b>69,944</b>	<b>66,993</b>
Adjustments for:		
Depreciation charges	28,269	17,616
Interest receivable	(200)	(625)
(Increase)/decrease in debtors	147,239	(19,241)
Increase/(decrease) in creditors	(68,281)	(48,394)
<b>Net cash provided by (used in) operating activities</b>	<b>176,971</b>	<b>16,349</b>

**19. Analysis of cash and cash equivalents**

	2020	2019
Cash in hand	467,441	204,635
<b>Total cash and cash equivalents</b>	<b>467,441</b>	<b>204,635</b>

**20. Analysis of changes in net debt**

	Balance 01/01/2020	Arising from cash flows	Balance 31/12/2020
Cash at bank	204,635	262,806	467,441
Loans falling due within one year	-	(15,741)	(15,741)
Loans falling due after more than one year	-	(134,259)	(134,259)
<b>Total cash and cash equivalents</b>	<b>204,635</b>	<b>112,806</b>	<b>317,441</b>

**21. Prior period SOFA**

	31/12/2019 Unrestricted funds (£)	31/12/2019 Restricted funds (£)	31/12/2019 Total funds (£)
<b>Income</b>			
Donations and legacies	49,027	287,415	336,442
Charitable activities	1,150,752	394	1,151,146
Other trading activities (fundraising)	64,512	-	64,512
Investments	625	-	625
<b>Total income</b>	<b>1,264,916</b>	<b>287,809</b>	<b>1,552,725</b>
<b>Expenditure</b>			
Fundraising activity	(47,373)	-	(47,373)
Charitable activities	(1,188,506)	(249,853)	(1,438,359)
<b>Total expenditure</b>	<b>(1,235,879)</b>	<b>(249,853)</b>	<b>(1,485,732)</b>
<b>Net income and expenditure and net movement in funds</b>	<b>29,037</b>	<b>37,956</b>	<b>66,993</b>
<b>Reconciliation of funds</b>			
Total funds brought forward	324,204	105,624	429,828
Transfers between funds	21,765	(21,765)	-
<b>Total funds carried forward</b>	<b>375,006</b>	<b>121,815</b>	<b>496,821</b>



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