

THE HAMLET CENTRE TRUST

England & Wales · Charity number 1000653

Details

Other names	NORWICH TOY LIBRARY, THE HAMLET
Status	Registered
Legal form	Charitable company
Company number	02518973
Registered	1990-10-24
Register	View on the Charity Commission register

Contact

Address	The Hamlet Charity Johnson Place Norwich NR2 1SJ
Phone	01603766566
Email	admin@thehamletcharity.org.uk
Website	www.thehamletcharity.org.uk

Activities

Objects: 1) THE RELIEF OF PERSONS WITH SPECIAL NEEDS 2) THE ADVANCEMENT OF EDUCATION OF CHILDREN AND YOUNG PERSONS WITH SPECIAL NEEDS WITHIN THE AREAS OF NORWICH AND NORFOLK.

Activities: We provide recreational, educational, social and vocational opportunities and short breaks for children and adults with disabilities in Norwich and Norfolk.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, Arts/culture/heritage/science, Amateur Sport, Recreation, Other Charitable Purposes
- **Who:** Children/young People, People With Disabilities, The General Public/mankind

Geography

- **Area of benefit:** NORFOLK
- Norfolk

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,994,923	£1,961,711	£2,141,063	95
2024-03-31	£1,778,113	£1,910,340	£2,107,851	88
2023-03-31	£1,618,292	£1,619,244	£2,240,038	87
2022-03-31	£1,397,766	£1,372,719	£2,240,990	86
2021-03-31	£1,538,488	£1,271,928	£2,215,943	81

Trustees

Name	Role	Appointed
Anna Jane Stimpson		2024-07-31
Caron Jayne Betts		2023-06-22
Deborah Jane Green		2022-07-20
Hester Joanna Rachel Coutanche		2023-06-22
Kim Owen		2022-07-20
Pauline Morgan		2023-06-22
Sarah Kate Harvey		2025-07-30

Accounts

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

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THE HAMLET CENTRE TRUST
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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2025

Trustees	C Betts, Chair (appointed Chair on 31/03/25) D Green, Vice Chair (appointed Vice Chair 31/03/2025) S Coombe, (resigned as Chair 31/03/25) H Coutanche P Morgan K Owen D Parker (appointed 31 July 2024) A Stimpson (appointed 31 July 2024)
Company registered number	02518973
Charity registered number	1000653
Registered office	The Hamlet Charity Johnson Place Norwich Norfolk NR2 1SJ
Company secretary	E Coulson (resigned 15 April 2025) L Ewing (appointed 16 April 2025)
Chief executive officer	E Coulson (resigned 15 April 2025) L Ewing (appointed 16 April 2025)
Independent auditors	MA Partners Audit LLP Chartered Accountants Statutory Auditor 7 The Close Norwich Norfolk NR1 4DJ
Bankers	CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ Lloyds TSB Bank plc 16 Gentleman's Walk Norwich Norfolk NR2 1LZ

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their annual report together with the audited financial statements of The Hamlet Centre Trust (the "charitable Company") for the year 1 April 2024 to 31 March 2025. The Annual Report serves the purposes of both a Trustees' Report and a Directors' Report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable Company comply with the current statutory requirements, the requirements of the charitable Company's governing document and the provisions of the Statement of Recommended Practice (SORP) 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).

Since the charitable Company qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

The charitable Company also trades under the names The Hamlet and The Hamlet Charity.

The Trustees who have served during the year are shown on page 1.

The Hamlet Charter

We believe people with disabilities deserve to be valued for who they are. By providing recreational, educational and social opportunities, our children, young people and adults can be themselves and reach their full potential.

We believe that everyone at The Hamlet should be

- Happy and safe
- Free to explore choices and opportunities
- Be encouraged to unlock their potential
- Be able to communicate in their own way
- Be fully integrated into the wider community

We deliver a high-quality supportive and nurturing environment which encourages our members to push their limits and achieve things their parents and caregivers sometimes did not know were possible.

Objectives and activities

a. Policies and objectives

The objectives of the charitable Company as set out in our Memorandum and Articles of Association (amended May 1993) are:

- i. the relief of persons with special needs; and,
- ii. the advancement of education of children and young persons with special needs within the areas of Norwich and Norfolk.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

THE HAMLET CENTRE TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Objectives and activities (continued)

b. Strategies undertaken to achieve objectives

- To promote inclusion and integration
- To maximise the use of our three centres
- To increase options and choices for those who use our services
- Supporting transition of our users within the Hamlet services and beyond
- To provide support for families and carers
- To explore opportunities for working with other groups and agencies.

c. Activities for achieving objectives

- The Hive and Little Bees Support for Families and Children under 5 with disabilities and complex health needs
- Short Breaks for children with disabilities from 5 – 17 years inclusive
- Early Explorers Pre school for children from 2 – 4 years inclusive with and without disabilities
- Day Services for young adults from 18 to 29 years of age
- Out of Hours Club in the evenings and at weekends for people from 16 years of age with a disability
- Hamlet at Home (Hamlet Community Support Services) – a CQC registered service providing support in the community for individuals with disabilities aged 14 – 29 years.

d. Public benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. Within the report there is detailed information on the services provided and the benefits to those who use them.

e. Risk management

The strategic risk register is reviewed regularly and is a standing agenda item at each full Board meeting. An opportunity is given to adjust the register following the meeting. Policies and procedures are in place to ensure compliance with health and safety of Staff, Volunteers (including Trustees), Hamlet Users and Visitors at all our centres. Dependent on the nature of the policy, policies are reviewed and approved by either Trustees or the Senior Leadership Team. Policies are available by request to our Registered Office. The Senior Leadership Team and Trustees regularly review all the major risks to which the charitable Company is or may be exposed.

THE HAMLET CENTRE TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Achievements and performance

a. Review of activities

We have already made progress towards achieving the goals set out in our 2024-2029 Strategic Plan. We continue to support around 400 individuals and their families across Norfolk, and we remain focused on delivering a professional service to meet the current and future needs of our Hamlet Users.

In adult services:

- We have seen an increase in referrals since opening our third centre at Marion Road site. The adult students are involving themselves in the local community, including working in collaboration with SENDIASS on a project focusing on accessibility at the Marion Road public playpark. The aim is to make it accessible to everyone with disabilities.
- At our Ella Road adult services site, we have been endeavouring to increase postural support especially for our physically disabled students. This comes with the need for additional equipment and the related challenge around storage. This has further highlighted our need to upgrade and improve tracking hoists throughout the building.
- Away from the centres, we ran two holidays to Mersea Island Festival and to Caister Holiday Park. These offered new experiences to those members who had not been away with us before, providing them with opportunities for more independence, while allowing them to gain self-esteem and confidence in their own abilities.

In children's services:

- Much of our attention was around negotiating with statutory funding authorities to achieve full cost recovery for our public service contracts. Working closely with the Norfolk County Council Short Breaks Commissioning team, we have been able to secure an increase in the Short Breaks funding which will support with future service delivery.
- At our preschool service we balance the need to provide a good quality education while supporting SEND needs. The staffing ratios necessary to meet the needs of the children are more than the required government ratios, causing challenges in our ability to achieve full cost recovery for this service. We are therefore focusing our efforts on applying for external grants and trusts to support this specialist service.
- At the start of the year the Little Bees service had lower than predicted attendance, but this has been improving and in recent months has picked up.
- We continue to provide a Family and Wellbeing Advisor who plays a key role in supporting our families, with completing paperwork or signposting to additional support services where necessary.

We are delighted that we have net surplus for the year of £33k. With rising costs, increased utility bills and the increases in the minimum wage we were reliant upon grants, trusts and donations to support our work. It is disappointing that we have been unable to negotiate new costs with our adult commissioners due to a changing framework and this lack of funding does impact the day-to-day running of the charity.

Despite the financial pressures, we have made investments in digital solutions, and we are seeing the benefits with improved reporting and operating efficiencies.

Recruitment was challenging at the beginning of the year, and we needed to rely on agency staff to keep the services running. The additional cost of agency staff had a negative impact on the finances. We have had a successful recruitment campaign and whilst applicants coming forward may not have a background in care and support, they have been able to offer transferable skills and a positive enthusiastic attitude. Staff remuneration was reviewed prior to agreeing the 2025/26 budget and we remain committed to an annual review moving forwards.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Achievements and performance (continued)

Strategic Plan

Our 5-year strategic plan is centred around the continued delivery of high-quality services which means working in partnership with the individual, parents / carers, commissioners and other professionals to deliver flexible, holistic and person-centred support. We continue to be innovative, constantly exploring new ways of working to meet the existing and emerging needs of our Hamlet Users.

The key strategic aims of the plan are:

1. To be known and recognised as a highly professional organisation and service provider for children and adults with complex health needs and disabilities.
2. To ensure that The Hamlet remains financially viable within an increasingly challenging financial climate.
3. To maintain and invest in our infrastructure to continue to provide an excellent service both now and in the future.
4. To continue to invest in our staff and volunteers to ensure we can attract and maintain a committed and highly trained workforce.
5. To develop and strengthen key relationships to safeguard our future service provision.
6. To act as an agile organisation that identifies, recognises and adapts to external influences and maintains its relevance.

Our focus for the year ahead is to:

- Continue working with the service commissioners to negotiate a full-cost recovery to enable us to continue providing the services required for the specific and complex Hamlet Users needs.
- A review of the organisational staffing structure.
- To ensure that all staff have a clear understanding of their role and responsibilities.
- To look at our offer for staff development and training to support career opportunities within the Hamlet.
- Develop our Preschool to become a specialist service meeting both education and SEND needs.
- Build on our 2024/25 marketing strategies and explore new opportunities for fundraising, donations, corporate partnerships and grant income.

Finance and Funding

For 2024/2025 we have ended the year with a surplus of £33,212. At the start of the year, we were predicting a budget deficit of £13,433 but with continued strong financial management, robust monitoring of spending, and the support of the whole Staff Team, we were able to turn this around.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Achievements and performance (continued)

b. Fundraising activities and income generation

The Trustees would like to say a huge thank you to the many trusts, companies, groups and individuals for their donations during the year. This has included funding towards specialist staff posts, equipment and building projects as well as contributions towards our core costs. These donations enable us to continue the high-quality support provided to our Hamlet Users and their families.

We have a dedicated fundraising team who work closely alongside Felton Fundraising, a professional fundraising organisation. For over 20 years Felton Fundraising has supported The Hamlet in applications for funding and in 2024/25 raised £136,881. The Trusts and Foundations fundraising sector is facing additional pressure given the current economic climate, with their resources stretched further than ever. We anticipate a reduced level of funding from these sources in 2025/26 and have budgeted accordingly.

There have been no complaints about fundraising activity. All fundraisers, families and others interested in our work are given the option of signing up to our newsletters and information on events and how to opt out of this if they wish. In accordance with our Fundraising Strategy, we have signed up to the Fundraising Regulator's Code of Fundraising Practice. Voluntary fundraisers are given a pack which includes our Fundraising Ethics Policy.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Financial review

a. Going concern

Having made appropriate enquiries, the Trustees have a reasonable expectation that the charitable Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

The Trustees, having considered the potential risks facing The Hamlet and assessed the future plans, aim to retain reserves sufficient to facilitate an orderly withdrawal from operations, if necessary, including meeting contractual obligations and covering redundancy payments. These funds had been held in a designated reserve but as the value of the buildings the charitable Company owns greatly outweighs the amount of borrowings, and therefore the sale of these would cover any such payments in the event of The Hamlet ceasing to operate, the decision was taken this year to release these to general reserves. As at 31 March 2025 the charitable Company had free reserves of £343,206 (2024 Deficit of £(251,452)). These are unrestricted funds which have not been designated and are not represented by fixed assets.

c. Principal risks and uncertainties

- Financial uncertainty around running the three centres in the challenging economic climate including rising prices for goods and services, higher staffing costs from the minimum wage and employer national insurance costs, and the shortfall in statutory funding to meet those costs.
- A poor Ofsted rating that would identify areas for improvement in our children's service delivery.
- Ability to successfully attract, recruit and retain staff at a level to deliver an effective and efficient service whilst fairly rewarding staff and ensuring they have progression opportunities.
- The changing environment around charitable giving, trusts and foundations may see a drop in grants and donations going forward.

To mitigate the above risks and uncertainties:

- We have a policy of negotiating prices with our suppliers when contracts are due for renewal, and continually seek the best value for money to ensure our costs remain as low as possible.
- We have an action plan focused on what a good early years' service looks like to ensure our children are ready for school and reach their potential.
- We remain focused on the need to ensure that salaries remain competitive in the local marketplace and we will update the benchmarking exercise previously carried out as appropriate.
- We continue to negotiate with the commissioners to cover core costs and to explore additional funding streams to secure funding alongside that already sourced by Felton Fundraising and the in-house team.

d. Principal funding

The Hamlet has 3 main fundraising sources:

- Norfolk County Council (Personal / Individual budgets, Early Education Grant);
- Norfolk Community Health and Care (Continuing Health Care); and
- Charitable Trusts and Foundations and fundraising.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

e. End of year results

The below are the headline results of the charitable Company for the year:

Total incoming resources: **£1,994,923** (2024 - £1,778,153)

Total resources expended: **£1,961,711** (2024 - £1,910,340)

Net surplus for the year: **£33,212** (2024 - *net deficit* £(132,187))

The full results can be found in the Statement of Financial Activities, on page 17.

THE HAMLET CENTRE TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Structure, governance and management

a. Constitution

The charitable Company is constituted under a Memorandum of Association and is a registered charity number 1000653. The organisation was set up as a charity in 1972 under the name of the Norfolk and Norwich Toy Library. It changed its name to The Hamlet Centre Trust in 1984. It became a company limited by guarantee with charitable status on 5 July 1990. Its Memorandum of Association establishes the objects and powers of the Company and the organisation is governed under its Articles of Association. The Memorandum and Articles of Association were revised in 1993.

b. Methods of appointment or election of Trustees

The management of the charitable Company is the responsibility of the Trustees, who are elected and coopted under the terms of the Trust deed. The Trustees who served during the year are shown under Legal and Administrative Information on page 1 of the Annual Accounts. The Directors of the charitable Company are the Trustees. Under the requirements of the Memorandum and Articles of Association the three longest standing Trustees, or up to one third of the total number, must resign at each AGM. They are eligible for re-election.

The Hamlet works with children, young people and adults with disabilities and their families. The Trustees seek to ensure that their needs are reflected through the diversity of the Trustee body. To this end, some Trustees come from the families of children, young people or adults with disabilities and their experience assists the aims of the charitable Company. The more traditional business, professional, educational and social care skills are well represented. In the event of skills being lost to the Council because of the retirement of Trustees, new Trustees are sought from a range of sources.

c. Organisational structure and decision-making policies

The Board of Trustees have a minimum of six full Board meetings a year as well as holding an annual 'away day'. Policies are reviewed on a rolling basis. Task groups meet to work on different aspects of activity as required.

Staffing structure: The charitable Company currently has 95 staff across the different sites. The day-to-day operation of the charitable Company is delegated to the CEO. The CEO is supported by the Senior Leadership Team. The workforce consists of contracted staff. The teams at the children's and adult's centres are supported by a Head Office team providing HR, finance, administrative, training, fundraising and quality assurance support.

Volunteers: The charitable Company has a long history of engaging volunteers to work with both children and adults. Currently there are 3 engaged on a regular basis in various activities across the organisation. We also benefit from ad hoc support provided by corporate volunteering days.

d. Policies adopted for the induction and training of Trustees

There is an induction programme for new Trustees and a handbook is provided. They experience a programme of briefings, visits to services and presentations and complete a suite of mandatory training. There is a secure Trustee SharePoint drive with information for new and established Board members. Information can be accessed about the policies in use, staffing, information such as that available from the Charity Commission and other items that are considered to be of interest to the Trustees. All Board meeting papers are published on the SharePoint drive for Trustees to access and an archive is kept of previous meetings.

THE HAMLET CENTRE TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Structure, governance and management (continued)

e. Pay policy for personnel

The pay and remuneration of The Hamlet's personnel are reviewed by the Senior Management Team and Board of Trustees on an annual basis. Salaries are voted on and approved by the Board along with the annual budget. Ensuring that staff pay and remuneration is fair and in line with the rest of the local sector forms part of the 5-year strategic plan launched in April 2024.

f. Financial risk management

The Trustees have assessed the major risks to which the charitable Company is exposed, in particular those related to the operations and finances of the charitable Company and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

Members' liability

The Members of the charitable Company guarantee to contribute an amount not exceeding £1 to the assets of the charitable Company in the event of winding up.

Statement of Trustees' responsibilities

The Trustees (who are also the Directors of the charitable Company for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable Company will continue in business.

The Trustees are responsible for keeping 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 charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

THE HAMLET CENTRE TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Disclosure of information to auditors

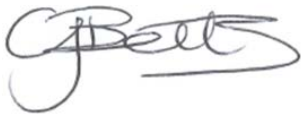
Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

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

Auditors

The auditors, MA Partners Audit LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the Board of Trustees and signed on their behalf by:



C Betts
Chair of Trustees

Date: 9 July 2025

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST

Opinion

We have audited the financial statements of The Hamlet Centre Trust (the 'charitable Company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable Company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

THE HAMLET CENTRE TRUST
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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST
(CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' 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 matters prescribed by the Companies Act 2006

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

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

We have nothing to report in respect of the following matters in relation to which 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 prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST
(CONTINUED)

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 Auditors' 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:

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the Charity.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charity and considered that the most significant are the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and the Charities Act 2022.
- We obtained an understanding of how the Charity complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST
(CONTINUED)

Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the charitable Company's trustees, 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 trustees those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable Company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Alice Lynch BSc FCA DChA (Senior Statutory Auditor)

for and on behalf of

MA Partners Audit LLP

Chartered Accountants

Statutory Auditor

7 The Close

Norwich

Norfolk

NR1 4DJ

Date: 10 July 2025

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations, grants and legacies	3	215,041	82,729	297,770	263,964
Charitable activities	4	25,606	1,642,827	1,668,433	1,475,794
Income from fundraising	5	-	3,894	3,894	9,892
Investments	6	-	9,405	9,405	6,131
Other income	7	-	15,421	15,421	22,372
Total income		240,647	1,754,276	1,994,923	1,778,153
Expenditure on:					
Raising funds	8	-	13,035	13,035	13,355
Charitable activities		223,999	1,724,677	1,948,676	1,896,985
Total expenditure		223,999	1,737,712	1,961,711	1,910,340
Net income/(expenditure)		16,648	16,564	33,212	(132,187)
Transfers between funds	17	(40,765)	40,765	-	-
Net movement in funds		(24,117)	57,329	33,212	(132,187)
Reconciliation of funds:					
Total funds brought forward		874,640	1,233,211	2,107,851	2,240,038
Net movement in funds		(24,117)	57,329	33,212	(132,187)
Total funds carried forward		850,523	1,290,540	2,141,063	2,107,851

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

The notes on pages 20 to 41 form part of these financial statements.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02518973

BALANCE SHEET
AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	13	1,742,091	1,789,806
		<u>1,742,091</u>	<u>1,789,806</u>
Current assets			
Debtors	14	190,734	211,658
Cash at bank and in hand		499,445	415,764
		<u>690,179</u>	<u>627,422</u>
Current liabilities			
Creditors: amounts falling due within one year	15	(70,049)	(84,472)
Net current assets		<u>620,130</u>	<u>542,950</u>
Total assets less current liabilities		<u>2,362,221</u>	<u>2,332,756</u>
Creditors: amounts falling due after more than one year	16	(221,158)	(224,905)
Total net assets		<u><u>2,141,063</u></u>	<u><u>2,107,851</u></u>
Charity funds			
Restricted funds	17	850,523	874,640
Unrestricted funds	17	1,290,540	1,233,211
Total funds		<u><u>2,141,063</u></u>	<u><u>2,107,851</u></u>

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2011.

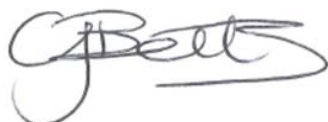
The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02518973

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2025

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



C Betts
Chair of Trustees

Date: 9 July 2025

The notes on pages 20 to 41 form part of these financial statements.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	2025 £	2024 £
Cash flows from operating activities		
Net cash used in operating activities	110,119	(62,033)
Cash flows from investing activities		
Proceeds on disposal of tangible fixed assets	1,826	-
Purchase of tangible fixed assets	(25,577)	(583,234)
Net cash used in investing activities	(23,751)	(583,234)
Cash flows from financing activities		
Cash inflows from new borrowing	-	227,500
Repayments of borrowing	(2,687)	-
Net cash (used in)/provided by financing activities	(2,687)	227,500
Change in cash and cash equivalents in the year	83,681	(417,767)
Cash and cash equivalents at the beginning of the year	415,764	833,531
Cash and cash equivalents at the end of the year	499,445	415,764

The notes on pages 20 to 41 form part of these financial statements

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1. General information

The Hamlet Centre Trust ("the charitable Company") is a company limited by guarantee. The charitable Company is both incorporated and domiciled in England and Wales. The address of its registered office is The Hamlet Charity, Johnson Place, Norwich, NR2 1SJ.

The principal accounting policies are summarised below.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charitable Company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The charitable Company's functional and presentational currency is GBP.

The financial statements are rounded to the nearest GBP.

2.2 Going concern

The Trustees are satisfied that the charitable Company will have adequate resources to meet its liabilities as they fall due for a period of at least twelve months from the date of approval of the financial statements. The Trustees therefore consider it appropriate to prepare the financial statements on the basis that the charitable Company will continue as a going concern.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.3 Income

All income is recognised once the charitable Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the charitable Company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the charitable Company, can be reliably measured.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 on raising funds includes all expenditure incurred by the charitable Company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charitable Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Where separately identifiable, land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives. Depreciation is charged in full in the year of acquisition and no depreciation is charged in the year of disposal.

Depreciation is provided on the following bases:

Freehold property	- 2.5% straight line
Fittings and equipment	- 10 - 20% straight line
Motor vehicles	- 25% reducing balance
Office equipment	- 20% straight line
Computer equipment	- 25% straight line

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charitable Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.10 Financial instruments

The charitable Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.11 Pensions

The charitable Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charitable Company to the fund in respect of the year.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charitable Company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

3. Income from donations, grants and legacies

	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Donations	83,724	72,729	156,453	147,678
Legacies	-	10,000	10,000	-
Grants	131,317	-	131,317	116,286
Total 2025	<u>215,041</u>	<u>82,729</u>	<u>297,770</u>	<u>263,964</u>
<i>Total 2024</i>	<u>219,411</u>	<u>44,553</u>	<u>263,964</u>	

4. Income from charitable activities

	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Personal budgets	-	1,612,210	1,612,210	1,423,532
Service provision	-	30,617	30,617	27,107
Service level agreements	25,606	-	25,606	25,155
Total 2025	<u>25,606</u>	<u>1,642,827</u>	<u>1,668,433</u>	<u>1,475,794</u>
<i>Total 2024</i>	<u>25,155</u>	<u>1,450,639</u>	<u>1,475,794</u>	

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

5. Income from fundraising

Income from fundraising events

	Unrestricted funds 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Fundraising	3,894	3,894	9,892

6. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Bank interest receivable	9,405	9,405	6,131

7. Other income

	Unrestricted funds 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Training	9,899	9,899	14,988
Hire of facilities	5,522	5,522	7,384
	15,421	15,421	22,372

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Fundraising consultancy	12,430	12,430	11,785

Fundraising trading expenses

	Unrestricted funds 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Fundraising trading expenses	605	605	1,570

9. Expenditure on charitable activities

	Direct costs 2025 £	Support costs 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Charitable activities	1,440,393	508,283	1,948,676	1,896,985
<i>Total 2024</i>	1,385,873	511,112	1,896,985	

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

9. Expenditure on charitable activities (continued)

Analysis of direct costs

	Total funds 2025 £	<i>Total funds 2024 £</i>
Staff costs	1,313,044	1,170,748
Depreciation and impairment	72,416	83,319
Agency staff costs	31,995	108,176
Equipment and materials	22,938	23,630
	1,440,393	1,385,873

Analysis of support costs

	Total funds 2025 £	<i>Total funds 2024 £</i>
Staff costs	248,939	198,987
Establishment	125,978	154,569
Administration	84,044	111,474
Legal and professional	19,690	18,819
Bank interest payable	18,562	14,895
Governance	7,500	5,220
Technology	6,523	7,006
Profit on disposal of tangible fixed assets	(950)	-
Movement in bad debts	(2,003)	142
	508,283	511,112

10. Auditors' remuneration

The auditors' remuneration amounts to an auditor fee of £7,500 (2024 - £5,220), and payroll services of £9,568 (2024 - £8,624).

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

11. Staff costs

	2025 £	<i>2024</i> £
Wages and salaries	1,432,920	1,255,848
Social security costs	92,887	82,269
Contribution to defined contribution pension schemes	36,176	31,618
	<u>1,561,983</u>	<u>1,369,735</u>

During the year redundancy payments included in expenditure totalled £1,247 (2024: £Nil).

The average number of persons employed by the charitable Company during the year was as follows:

	2025 No.	<i>2024</i> No.
Direct charitable activities	83	77
Management and administration	12	11
	<u>95</u>	<u>88</u>

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration for key management personnel for the year totalled £196,162 (2024 - £184,316).
As at the year end, key management personnel consisted of 6 employees (2024 - 5 employees).

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 March 2025, no Trustee expenses have been incurred (2024 - £NIL).

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

13. Tangible fixed assets

	Freehold property £	Plant and machinery £	Office equipment £	Computer equipment £	Motor vehicles £	Total £
Cost or valuation						
At 1 April 2024	2,465,621	47,477	112,949	40,178	58,285	2,724,510
Additions	4,286	15,094	6,197	-	-	25,577
Disposals	(1,163)	(4,596)	-	-	(12,000)	(17,759)
Transfers between classes	(4,887)	-	4,887	-	-	-
At 31 March 2025	2,463,857	57,975	124,033	40,178	46,285	2,732,328
Depreciation						
At 1 April 2024	738,977	29,454	89,607	35,134	41,532	934,704
Charge for the year	47,775	5,283	13,489	1,681	4,188	72,416
On disposals	(287)	(4,596)	-	-	(12,000)	(16,883)
Transfers between classes	(1,206)	-	1,206	-	-	-
At 31 March 2025	785,259	30,141	104,302	36,815	33,720	990,237
Net book value						
At 31 March 2025	1,678,598	27,834	19,731	3,363	12,565	1,742,091
At 31 March 2024	1,726,644	18,023	23,342	5,044	16,753	1,789,806

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

14. Debtors

	2025 £	2024 £
Due within one year		
Trade debtors	136,049	148,905
Prepayments and accrued income	54,685	62,641
Other debtors	-	112
	<u>190,734</u>	<u>211,658</u>

15. Creditors: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	20,427	36,458
Accruals and deferred income	25,860	27,568
Other taxation and social security	20,107	17,709
Bank loans	3,655	2,595
Other creditors	-	142
	<u>70,049</u>	<u>84,472</u>

	2025 £	2024 £
Deferred income at 1 April 2024	4,690	5,520
Amounts released from previous periods	(4,690)	(5,520)
Resources deferred during the year	6,207	4,690
	<u>6,207</u>	<u>4,690</u>

Deferred income relates to personal budget income, user contributions and educational grant income relating to future periods and room hire for future periods.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

16. Creditors: Amounts falling due after more than one year

	2025 £	<i>2024</i> £
Bank loans	221,158	<i>224,905</i>

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	2025 £	<i>2024</i> £
Payable or repayable by instalments	203,435	<i>205,394</i>
	203,435	<i>205,394</i>

The bank loan is secured against freehold property owned by the charitable Company.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

17. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
Unrestricted funds					
Designated funds					
Contractual obligations	500,000	-	-	(500,000)	-
Buildings	40,000	-	-	(40,000)	-
	<u>540,000</u>	<u>-</u>	<u>-</u>	<u>(540,000)</u>	<u>-</u>
General funds					
Reserves	693,211	1,754,276	(1,737,712)	580,765	1,290,540
	<u>1,233,211</u>	<u>1,754,276</u>	<u>(1,737,712)</u>	<u>40,765</u>	<u>1,290,540</u>
Total Unrestricted funds					

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

17. Statement of funds (continued)

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
Restricted funds					
Conversion (Johnson Place)	668,449	-	(23,489)	-	644,960
Sensory room (Johnson Place)	145,727	-	(7,367)	-	138,360
Minibus fundraiser	16,152	-	(4,038)	-	12,114
Candour	1,528	-	(1,528)	-	-
NCF Norman Lamb	1,861	-	(1,861)	-	-
Children's services equipment	-	8,500	(316)	(5,048)	3,136
Externally funded salaries - Children's Services	1,563	65,483	(49,084)	-	17,962
Other restricted funds	344	1,351	(1,371)	(75)	249
Educational grant	-	107,834	(107,834)	-	-
Adult Service Equipment and Refurbishment	28,585	11,583	(1,015)	(26,831)	12,322
Norfolk & Waveney ICSs	-	25,606	(25,606)	-	-
Sliding Wall	7,531	1,290	(10)	(8,811)	-
Ability Whirl	2,900	11,500	-	-	14,400
Make, Play, Connect	-	4,500	-	-	4,500
Fun, Feelings, Firsts	-	3,000	(480)	-	2,520
	<u>874,640</u>	<u>240,647</u>	<u>(223,999)</u>	<u>(40,765)</u>	<u>850,523</u>
Total of funds	<u>2,107,851</u>	<u>1,994,923</u>	<u>(1,961,711)</u>	<u>-</u>	<u>2,141,063</u>

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

17. Statement of funds (continued)

Designated funds

Contractual obligations - these funds were to carry out contractual obligations to staff and other parties in the event of the charity ceasing to be able to continue as a viable organisation. The value of the buildings the charity owns greatly outweighs the amount of borrowings and therefore the sale of these would cover any such payments in the event of The Hamlet ceasing to operate.

Buildings - this fund was held for emergencies related to the buildings. The Hamlet maintains its buildings to a high standard. Should an emergency arise the charity would look to claim on the insurance where possible, and so has released this balance to general funds.

Restricted funds

Conversion (Johnson Place) - this is funding received to go towards capital building costs for the Children's Services development. The resources expended in the year represent the depreciation charge on assets purchased and capitalised from the funds received.

Sensory Room (Johnson Place) - this represents funding received toward the cost of adaptations and sensory equipment at the Children's Service at Johnson Place. The resources expended in the year represent the depreciation charge on assets purchased and capitalised from the funds received.

Minibus fundraiser - this is monies raised for a new minibus for the Adult Service. The resources expended in the year represent the depreciation charge on the minibus purchased and capitalised from the funds received.

Candour - this fund has been used to replace and improve the lighting at the Children's Centre in Johnson Place as part of the charity's Green Plan, and also to replace some specialist equipment.

NCF Norman Lamb - this fund is being used to train staff in Portage and allow them to deliver Portage sessions to families.

Externally funded salaries - Children's Services - we have received funding towards specialist salaries in the Children's Service.

Educational grant - this grant from Norfolk County Council for Early Education is for the provision of early years education for 3 and 4 year olds, disadvantaged 2 year olds and children with special educational needs.

Adult Service Equipment and Refurbishment - this represents monies received for the refurbishment of the new Adult Service premises at Marion Road, and the purchase and installation of disability equipment in both the Adult Centres.

Norfolk & Waveney ICSs - provides funding towards the cost of the Senior Manager at the Children's Services.

Sliding Wall - this fund has been used to replace the sliding wall in the sensory room at Johnson Place.

Ability Whirl - this fund will be used to replace the inclusive roundabout at the Children's Services centre.

Children's Service Equipment - this fund is for replacing the fire alarm system and to purchase specialist educational equipment at the Children's Centre.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

17. Statement of funds (continued)

Make, Play, Connect - the Make, Play, Connect project aims to create a multi-sensory installation that contains artwork and a soundscape created by the adult service users of The Hamlet Charity.

Fun, Feelings, Firsts - the Fun, Feelings, Firsts project aims to deliver activities to the Hamlet Charity Children's Service users by removing the barrier of the inaccessible physical environment. It will fund activities delivered to the children within the Children's Centre.

Other restricted funds - these funds are for fittings and equipment for both services.

Transfers have been made to unrestricted funds where the restrictions on funds have been fully satisfied.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

17. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2024 £</i>
Unrestricted funds					
Designated funds					
Contractual obligations	315,000	-	-	185,000	500,000
New Building	300,000	-	-	(300,000)	-
The Square	50,000	-	-	(50,000)	-
Buildings	40,000	-	-	-	40,000
	<u>705,000</u>	<u>-</u>	<u>-</u>	<u>(165,000)</u>	<u>540,000</u>
General funds					
General Funds	<u>630,727</u>	<u>1,533,587</u>	<u>(1,646,138)</u>	<u>175,035</u>	<u>693,211</u>
Total Unrestricted funds	<u>1,335,727</u>	<u>1,533,587</u>	<u>(1,646,138)</u>	<u>10,035</u>	<u>1,233,211</u>

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

17. Statement of funds (continued)

	<i>Balance at 1 April 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2024 £</i>
Restricted funds					
Conversion (Johnson Place)	691,941	-	(23,492)	-	668,449
Sensory room (Johnson Place)	152,875	-	(7,148)	-	145,727
Minibus fundraiser	21,536	-	(5,384)	-	16,152
Candour	10,000	-	(8,472)	-	1,528
HCSS (formerly Hamlet at Home)	8,079	3,000	(11,079)	-	-
NCF Norman Lamb	8,000	-	(6,139)	-	1,861
Nurture Group	7,728	-	(7,041)	(687)	-
NCF Children's Wellbeing	1,361	-	(740)	(621)	-
Reach Fund	742	-	-	(742)	-
Together Group	575	-	(569)	(6)	-
Externally funded salaries - Children's Services	474	62,525	(61,436)	-	1,563
Other restricted funds	1,000	2,798	(2,963)	(491)	344
Educational grant	-	94,284	(94,284)	-	-
Adult Service Equipment and Refurbishment	-	40,673	(6,577)	(5,511)	28,585
Norfolk & Waveney ICSs	-	25,155	(25,155)	-	-
Sliding Wall	-	7,531	-	-	7,531
IT Fund	-	4,700	(2,723)	(1,977)	-
Ability Whirl	-	2,900	-	-	2,900
Preachers Charity Fund	-	1,000	(1,000)	-	-
	<u>904,311</u>	<u>244,566</u>	<u>(264,202)</u>	<u>(10,035)</u>	<u>874,640</u>
Total of funds	<u><u>2,240,038</u></u>	<u><u>1,778,153</u></u>	<u><u>(1,910,340)</u></u>	<u><u>-</u></u>	<u><u>2,107,851</u></u>

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

18. Summary of funds

Summary of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
Designated funds	540,000	-	-	(540,000)	-
General funds	693,211	1,754,276	(1,737,712)	580,765	1,290,540
Restricted funds	874,640	240,647	(223,999)	(40,765)	850,523
	<u>2,107,851</u>	<u>1,994,923</u>	<u>(1,961,711)</u>	<u>-</u>	<u>2,141,063</u>

Summary of funds - prior year

	<i>Balance at 1 April 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2024 £</i>
Designated funds	705,000	-	-	(165,000)	540,000
General funds	630,727	1,533,587	(1,646,138)	175,035	693,211
Restricted funds	904,311	244,566	(264,202)	(10,035)	874,640
	<u>2,240,038</u>	<u>1,778,153</u>	<u>(1,910,340)</u>	<u>-</u>	<u>2,107,851</u>

THE HAMLET CENTRE TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

19. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	794,757	947,334	1,742,091
Current assets	58,724	631,455	690,179
Creditors due within one year	(2,958)	(67,091)	(70,049)
Creditors due in more than one year	-	(221,158)	(221,158)
Total	850,523	1,290,540	2,141,063

Analysis of net assets between funds - prior year

	<i>Restricted funds 2024 £</i>	<i>Unrestricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Tangible fixed assets	845,143	944,663	1,789,806
Current assets	33,136	594,286	627,422
Creditors due within one year	(3,639)	(80,833)	(84,472)
Creditors due in more than one year	-	(224,905)	(224,905)
Total	874,640	1,233,211	2,107,851

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

20. Reconciliation of net movement in funds to net cash flow from operating activities

	2025 £	2024 £
Net income/(expenditure) for the year (as per Statement of Financial Activities)	33,212	(132,187)
Adjustments for:		
Depreciation and impairment charges	72,416	83,319
Loss/(profit) on the sale of fixed assets	(950)	-
Decrease/(increase) in debtors	20,924	(16,991)
Increase/(decrease) in creditors	(15,483)	3,826
Net cash provided by/(used in) operating activities	110,119	(62,033)

21. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand	499,445	415,764

22. Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	415,764	83,681	499,445
Debt due within 1 year	(2,595)	(1,060)	(3,655)
Debt due after 1 year	(224,905)	3,747	(221,158)
	188,264	86,368	274,632

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

23. Capital commitments

	2025 £	2024 £
Contracted for but not provided in these financial statements		
Acquisition of tangible fixed assets	11,800	-

24. Pension commitments

The charitable Company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charitable Company in an independently administered fund. The pensions cost charge represents contributions payable by the charitable Company to the fund and amounted to **£36,176** (2024 - £31,618).

25. Operating lease commitments

At 31 March 2025 the charitable Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025 £	2024 £
Not later than 1 year	2,648	3,198
Later than 1 year and not later than 5 years	6,686	9,334
Later than 5 years	-	-
	9,334	12,532

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

	2025 £	2024 £
Operating lease rentals	3,198	9,642

26. Related party transactions

During the year the charitable Company received donations without conditions totalling £440 from one Trustee and one related party (2024: £1,500 from one related party). Income was also received for unrestricted fundraising income totalling £75 from three Trustees (2024: £Nil).

THE HAMLET CENTRE TRUST

England & Wales - Charity number 1000653

Accounts

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

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THE HAMLET CENTRE TRUST
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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2024

Trustees	S Coombe, Chair C Betts, Vice Chair (appointed 22 June 2023) H Coutanche (appointed 22 June 2023) D Green P Morgan (appointed 22 June 2023) K Owen A Lynch (resigned 24 January 2024) S Marpole (resigned 7 June 2023) A Way (resigned 6 July 2023)
Company registered number	02518973
Charity registered number	1000653
Registered office	The Hamlet Charity Johnson Place Norwich Norfolk NR2 1SJ
Company secretary	E Coulson
Chief executive officer	E Coulson
Independent auditors	MA Partners Audit LLP Chartered Accountants 7 The Close Norwich Norfolk NR1 4DJ
Bankers	CAF Bank Limited PO Box 289 West Malling Kent ME19 4TA Lloyds TSB Bank plc 16 Gentleman's Walk Norwich Norfolk NR2 1LZ

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

The Trustees present their annual report together with the audited financial statements of The Hamlet Centre Trust (the "charitable Company") for the year 1 April 2023 to 31 March 2024. The Annual Report serves the purposes of both a Trustees' Report and a Directors' Report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable Company comply with the current statutory requirements, the requirements of the charitable Company's governing document and the provisions of the Statement of Recommended Practice (SORP) 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).

Since the charitable Company qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

The charitable Company also trades under the names The Hamlet and The Hamlet Charity.

Objectives and activities

a. Policies and objectives

The objectives of the charitable Company as set out in our Memorandum and Articles of Association (amended May 1993) are:

- i. the relief of persons with special needs; and,
- ii. the advancement of education of children and young persons with special needs within the areas of Norwich and Norfolk.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

b. Strategies for achieving objectives

The objectives have been met by providing the following services:

- The Hive and Little Bees Support for Families and Children under 5 with disabilities and complex health needs
- Short Breaks for children with disabilities from 5 – 17 years inclusive
- Early Explorers Pre school for children from 2 – 4 years inclusive with and without disabilities
- Day Services for young adults from 18 to 29 years of age
- Out of Hours Club in the evenings and at weekends for people from 16 years of age with a disability
- Hamlet Community Support services – a CQC registered service providing support in the community for individuals aged 14 – 29 years of age.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Objectives and activities (continued)

c. Activities undertaken to achieve objectives

The strategic direction to meet these objectives includes the following:

- To promote inclusion and integration
- To maximise the use of The Hamlet at the three sites
- To increase the provision of services over the week to meet the needs of the people we support
- To increase options and choices for those who use our services
- To become more financially sustainable
- Supporting transition services, to provide a seamless move from Children's to Adult Services and beyond
- To provide support for families and carers
- To explore opportunities for working with other groups and agencies.

The Hamlet Charter

Our belief is that everyone at The Hamlet....

- Should be happy and safe;
- Is unique, valued and respected;
- Can explore choice and opportunities;
- Is encouraged to unlock their potential;
- Can communicate in their own way; and
- Be part of the wider community.

During 2023/24 the Trustees and CEO of the charitable Company have been developing a new five-year strategic plan which will launch in April 2024, and which will inform a new set of operational priorities and associated activities.

d. Public benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. Within the report there is detailed information on the services provided and the benefits to those who use them.

e. Risk management

The strategic risk register is reviewed regularly and is a standing agenda item at each full Board meeting. An opportunity is given to adjust the register following the meeting. Policies and procedures are in place to ensure compliance with health and safety of staff, volunteers, service users and visitors at all our centres. Dependant on the nature of the policy, policies are reviewed by either the staff team or by Trustees and staff. Those required by Ofsted and the CQC are reviewed by the Senior Management Team. Trustees are involved in reviewing those that concern governance and charity matters. Policies are available at our centres or by request to our Registered Office and staff can access them via a secure SharePoint drive. The Senior Management Team regularly reviews all the major risks to which the charitable Company is or may be exposed.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Achievements and performance

a. Review of activities

In the 2023/24 period, our efforts have centred around enhancing our services and expanding our reach to positively impact the lives of over 400 individuals and their families across Norfolk. September 2023 marked a key milestone with the launch of our new Adult's Service premises on Marion Road, the third Hamlet Centre in Norwich. After a thoughtful and strategic review process, the acquisition was made possible through a combination of designated reserves and a favourable loan from Charity Bank. Thanks to the generosity of trusts and foundations, we were able to make the necessary modifications to provide a welcoming and fit-for-purpose environment for our users. The new centre has enabled us to increase our service sessions by 10%, allowing us to accommodate more individuals and enhance the quality of our day services.

During the 2023/24 period, a comprehensive review and rebranding exercise was carried out, aiming to enhance our visibility and affirm our status as a reputable and reliable organisation. Our rebranding and review efforts have culminated in the launch of a new website and a targeted fundraising campaign. These initiatives have not only increased our visibility but have also directly led to more engagement and support from the community, including corporate partners. This increased support translates into more resources and opportunities for our service users, ensuring they receive the best possible care and attention. Our social media presence has expanded, reaching a wider audience, and we have enjoyed excellent local media exposure across radio, TV, and newspapers.

Investing in digital solutions has been another highlight, as we continue to support paperless and flexible working to align with governmental priorities for our sector. By adopting such systems and modernising our operations, we are able to provide more efficient and responsive services. While this is an ongoing investment, our judicious budgeting and the use of reconditioned devices help us to contain costs and modernise our operations effectively. These improvements benefit both our staff and our service users.

We began the year in a strong financial position, which allowed us to manage the unforeseen increase in the cost of delivering our services due to the rising cost of living and recruitment difficulties within the health and social care sectors. The Trustees took a proactive stance to ensure that our services remained uninterrupted and of high quality. By approving a carefully considered budget and planning to use our unrestricted reserves, we have ensured that our users continue to receive the support they need without compromise.

Despite ending the year with a deficit that exceeded our initial budget, we remain focused on the current and future needs of our users. Our new 5-year strategic plan is centred around securing our organisation's financial sustainability, which is crucial for the continued delivery of high-quality services. This plan includes negotiating full cost recovery for contracted services, increasing adult service session placements, and developing an innovative service delivery model for our Early Years provision. We are confident that these strategies will fortify our financial footing and allow us to continue providing invaluable services to those in need.

HR and Recruitment

Recruitment was challenging this year, with the number and quality of applicants across all posts reduced. This reflects the wider recruitment crisis in the health and social care sector which is impacting employers across the UK. We faced a shortage of support workers and, in order to continue to deliver safe and effective services, we engaged agency staff to backfill vacancies to ensure that service delivery was unaffected. We continued to actively recruit for contracted staff using a variety of platforms and approaches and, at the end of the reporting period, had seen an increase in the volume and quality of applicants for all vacancies.

We ran a successful Trustee recruitment process in early 2024 and two new members will join the Board at our AGM in July 2024. Prior to our recruitment campaign we completed a trustee skills audit. This allowed us to be clear on the additional skills and experience that would be most useful on the Board and could therefore tailor the role description and advert accordingly.

THE HAMLET CENTRE TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Achievements and performance (continued)

Staff in specific roles continue, where appropriate, to work from home for part of the week (up to 40% of their total hours) and this hybrid model continues to work well. Trustee meetings take place 50% online and 50% face to face.

Staff remuneration was reviewed prior to agreeing the 2023/24 budget and we remain committed to an annual review moving forwards.

Our foci for the year ahead are:

- To negotiate with statutory funding authorities to achieve full cost recovery for our public service contracts.
- To review those statutory services that do not achieve full cost recovery.
- Fill key posts across the organisation which remain vacant.
- Ongoing review of HR policies and procedures.
- Review of staff wellbeing package.
- Review of organisational staffing structure.

Finance and Funding

While we had budgeted for a deficit of £45,482 for the 2023/24 period, the monthly management accounts to March 2024 show an end of year deficit of £132,187. The charitable Company has not performed as well as expected. However, we are in unprecedented times for the charitable sector and are significantly affected by Government austerity measures given that 80% of our funding comes from public service contracts. We have again budgeted for a deficit for the current financial year. The Board and Senior Management Team recognise that this cannot be sustained in the longer term, and a fully costed plan to address the deficit will be presented to the Board in September 2024.

Training

We continue to deliver training to external organisations both through our contract for Signalong with Norfolk County Council and through direct bookings. The sessions are a blend of face-to-face and online depending on the requirements of the client. We have a pool of suitably qualified and experienced tutors who deliver a variety of sessions including mandatory training to Hamlet staff.

THE HAMLET CENTRE TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Achievements and performance (continued)

b. Fundraising activities and income generation

We have had another successful year of grant income as follows:

IT Resources – The Pennycress Trust, The Foundation of Joanna Scott, The Alchemy Foundation Trust, The Douglas Arter Foundation, The James Wise Charitable Trust, The Lady Hind Trust

Community Support Services – The 29th May 1961 Charitable Trust

Specialist Play Leader (Children's Centre) – BBC Children in Need

Sensory Equipment – The Martin Laing Foundation

Children's Services Salaries – The Laura Elizabeth Stuart Memorial Trust, The Simon Gibson Charitable Trust, Norwich Consolidated Charities, Eastern Counties Education Trust, Anguish's Educational Foundation, The Educational Foundation of Alderman J Norman

Adult Services Activities – The Preachers Charity

Core Costs – The Alan Boswell Group Charitable Trust, The Ellerdale Trust, Oddfellows Trafalgar Branch, The Pinching Family Trust, Diamond Services, Stephen Green Associates

New Adult Service Centre refurbishment – The Paul Bassham Charitable Trust, Roche Chartered Surveyors, Price Bailey Chartered Accountants, Birketts LLP, BrownTech IT Services

Disability Equipment – CDS Action Charitable Trust, RC Snelling Charitable Trust, The Edward Gostling Foundation, Norwich & District Buffalos, The Screwfix Foundation

Little Bees Sensory Group – Early Childhood Community Funding Award

Marketing Banner – Members Ward Fund

Children's Centre Equipment – Barratt & Cooke

The charitable Company always strives to provide the best possible support to those who use our services. To provide a high-quality service, we need to secure funds to support the purchase of equipment, building improvements and to fund salary costs of specialist posts. The Hive Family Support and Little Bees services are entirely supported by charitable giving.

We have a dedicated fundraising team who work closely alongside Felton Fundraising, a professional fundraising organisation. For over 20 years Felton Fundraising has supported The Hamlet, its CEO and Senior Managers in applications for funding and in 2023/24 raised £133,740. We anticipate a similar level of support in 2024/25.

There have been no complaints about fundraising activity. All fundraisers, families and others interested in our work are given the option of signing up to our newsletters and information on events and how to opt out of this if they wish. In accordance with our Fundraising Strategy, we have signed up to the Fundraising Regulator's Code of Fundraising Practice. Voluntary fundraisers are given a pack which includes our Fundraising Ethics Policy.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Financial review

a. Going concern

Having made appropriate enquiries, the Trustees have a reasonable expectation that the charitable Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

The Board of Trustees accepts that the charitable Company's financial position will require careful monitoring in the coming months. We will implement a robust plan to address the predicted deficit, but The Board is confident that its strong management and governance will ensure stability over the longer term.

b. Reserves policy

The Trustees, having considered the potential risks facing The Hamlet and assessed the future plans, aim to retain reserves sufficient to facilitate an orderly withdrawal from operations, if necessary, including meeting contractual obligations and covering redundancy payments. As a result of a detailed review of anticipated withdrawal costs conducted in January 2024, funds of £500,000 have been designated for this purpose. Additionally, the charitable Company also has designated funds of £40,000 for buildings maintenance and repair.

As at 31 March 2024 the charitable Company had a deficit on free reserves of £(251,452) (2023 Surplus - £205,641). These are unrestricted funds which have not been designated and are not represented by fixed assets. However, the total assets of The Hamlet, including fixed assets, which would be sold on withdrawal from operations, are more than adequate to meet any outstanding financial obligations.

c. Deficit

The key reasons for the deficit being greater than predicted are:

- Statutory funding not covering the full cost of public service contract delivery.
- Lower than predicted Adult's Service student numbers.
- Recruitment and retention challenges resulting in the need to use agency staff in order to continue to deliver our services.
- Increased costs associated with the running and maintenance of our specialist premises.
- Lower fundraising income than predicted.

In 2023/24 the annual funding increases we received for our public service contracts did not meet the full cost of delivery. We have provided additional information in an 'open book' exercise for our Adult's Day Service with a view to securing additional 'in year' funding to address the shortfall in the amount we receive for the statutory services we provide. However, we are yet to receive a final response from commissioners as Norfolk County Council are experiencing an increased number of requests from providers for additional funds. Additional 'open book' exercises will be submitted across all our commissioned services in the next reporting period and annually moving forwards as necessary to ensure ongoing sustainability.

Our target for weekly sessions in our Adult's Service was to increase by 21% by September 2023 and we achieved a 10% increase. Although there was demand for places, the increase to student numbers proved slower than anticipated, primarily due to issues in recruiting staff but also a delay in professionals submitting referrals. Robust student recruitment targets have been set for the next reporting period, with initial signs showing that these will be exceeded by September 2024.

THE HAMLET CENTRE TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

In order to cover vacant posts and ensure service continuity we engaged agency staff while continuing to actively recruit for contracted staff. This approach was successful in allowing service delivery to continue unaffected but carried additional costs. The impact of the increase to the National Living Wage of 9.7% that came into effect April 2023 (for which provision was made in the 2023/24 budget) was also significant. Reliance on agency staff has been reduced for the next reporting period and the recruitment of contracted staff has improved. In the next reporting period, we will continue to use a variety of platforms and approaches to ensure that vacancies are advertised and seen by as many potential applicants as possible. Staff remuneration and pay are reviewed on an annual basis, and this, combined with a package of benefits, training, and the options of full and part-time working, will ensure the charitable Company remains a competitive employer in the marketplace. We anticipate that future increases to the National Living Wage are expected to be lower than in 2023/24 and 2024/25 and therefore the impact on our future budget planning will be reduced.

The core running and maintenance costs for our three specialist premises have increased significantly, with the rate of inflation sitting at 8.7% in April 2023. As of April 2024, it has reduced to 2.3% which is positive. The charitable Company regularly reviews and renegotiates its key supplier contracts to ensure that the best possible value for money is achieved and will continue to do so in the next reporting period. Key utilities contract prices have been fixed with suppliers until at least September 2026.

Demand for support from trusts and foundations has increased due to the current economic climate and this situation is likely to persist for some time. As a result, the funding that we received was £133,740 compared to the £171,958 that we budgeted for, and the money raised from our own internal fundraising efforts was £45,832 versus the £52,000 that we budgeted for. In the next reporting period, we have revised the predicted funding levels to reflect the current climate and have set robust targets for our internal fundraising team. We are also applying for funding from the National Lottery to be spread across three years to support Adult's Service staffing costs whilst our sustainability work is ongoing.

d. Principal risks and uncertainties

The principal risks and uncertainties for the next reporting period remain largely the same as in the current reporting period, which, as explained above, are the factors contributing to the end of year deficit. In order to mitigate those risks and uncertainties, the charitable Company will be launching a new 5-year strategic plan and associated operational objectives from April 2024. A detailed plan to address the expected deficit for 2024/25 will be presented to the Trustees in September 2024 by the CEO and members of the Senior Management Team.

We will continue to work towards diversifying our income streams, aiming to increase corporate support and individual giving. This will supplement the income we receive from public service contracts, trusts and foundations and we will continue to work closely with Felton Fundraising.

If our public service contracts continue to fall below the cost of delivering the services, then we will consider whether to contract our services to a level where costs can be covered. We will review and adapt our service delivery models as necessary to ensure sustainability.

In the event we are unable to recruit enough students and staff to deliver our Adult's Service across two premises, operations may be contracted to one premises. The Board will then determine which of The Hamlet's buildings should be sold to safeguard its ongoing financial viability.

e. Principal funding

The Hamlet has 3 main fundraising sources:

- Norfolk County Council (Personal / Individual budgets, Early Education Grant);
- Norfolk Community Health and Care (Continuing Health Care); and
- Charitable Trusts and Foundations and fundraising.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

f. End of year results

The below are the headline results of the charitable Company for the year:

Total incoming resources: **£1,778,153** (2023 - £1,618,292)

Total resources expended: **£1,910,340** (2023 - £1,619,244)

Net deficit for the year: **£(132,187)** (2023 - £(952))

The full results can be found in the Statement of Financial Activities, on page 17.

g. Development Plan

Over the course of 2023/24 the Board and CEO have developed a new 5-year strategic plan which will run from April 2024. The key strategic aims of the plan are:

1. To be known and recognised as a highly professional organisation and service provider for children and adults with complex health needs and disabilities.
2. To ensure that The Hamlet remains financially viable within an increasingly challenging financial climate.
3. To maintain and invest in our infrastructure to continue to provide an excellent service both now and in the future.
4. To continue to invest in our staff and volunteers to ensure we can attract and maintain a committed and highly trained workforce.
5. To develop and strengthen key relationships to safeguard our future service provision.
6. To act as an agile organisation that identifies, recognises and adapts to external influences and maintains its relevance.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Structure, governance and management

a. Constitution

The charitable Company is constituted under a Memorandum of Association and is a registered charity number 1000653. The organisation was set up as a charity in 1972 under the name of the Norfolk and Norwich Toy Library. It changed its name to The Hamlet Centre Trust in 1984. It became a company limited by guarantee with charitable status on 5 July 1990. Its Memorandum of Association establishes the objects and powers of the Company and the organisation is governed under its Articles of Association. The Memorandum and Articles of Association were revised in 1993.

b. Methods of appointment or election of Trustees

The management of the charitable Company is the responsibility of the Trustees, who are elected and coopted under the terms of the Trust deed. The Trustees who served during the year are shown under Legal and Administrative Information on page 1 of the Annual Accounts. The Directors of the charitable Company are the Trustees. Under the requirements of the Memorandum and Articles of Association the three longest standing Trustees, or up to one third of the total number, must resign at each AGM. They are eligible for re-election.

The Hamlet works with children, young people and adults with disabilities and their families. The Trustees seek to ensure that their needs are reflected through the diversity of the Trustee body. To this end, some Trustees come from the families of children, young people or adults with disabilities and their experience assists the aims of the charitable Company. The more traditional business, professional, educational and social care skills are well represented. In the event of skills being lost to the Council because of the retirement of Trustees, new Trustees are sought from a range of sources.

c. Organisational structure and decision-making policies

The Board of Trustees have a minimum of six full Board meetings a year as well as holding an annual 'away day'. Policies are reviewed on a rolling basis. Task groups meet to work on different aspects of activity as required.

Staffing structure: The charitable Company currently has 88 staff across the different sites. The day-to-day operation of the charitable Company is delegated to the CEO. The CEO is supported by the Operations Manager (Registered Manager) for Adult Services, the Children's Service Senior Manager and the Finance Managers. The workforce consists of contracted staff. The teams at the Children's and Adult's Centres are supported by a central services team of Finance Managers, HR administrator, Marketing and Development Officer, Quality Assurance Officer, training team and administrators.

Volunteers: The charitable Company has a long history of engaging volunteers to work with both children and adults. Currently there are 3 engaged in various activities across the organisation.

d. Policies adopted for the induction and training of Trustees

There is an induction programme for new Trustees and a handbook is provided. They experience a programme of briefings, visits to services and presentations and complete a suite of mandatory training. There is a secure Trustee SharePoint drive with information for new and established Board members. Information can be accessed about the policies in use, staffing, information such as that available from the Charity Commission and other items that are considered to be of interest to the Trustees. All Board meeting papers are published on the SharePoint drive for Trustees to access and an archive is kept of previous meetings.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Structure, governance and management (continued)

e. Pay policy for personnel

The pay and remuneration of The Hamlet's personnel are reviewed by the Senior Management Team and Board of Trustees on an annual basis. Salaries are benchmarked against other charities in the local market and are voted on and approved by the Board along with the annual budget. Ensuring that staff pay and remuneration is fair and in line with the rest of the local sector forms part of the new 5-year strategic plan launching in April 2024.

f. Financial risk management

The Trustees have assessed the major risks to which the charitable Company is exposed, in particular those related to the operations and finances of the charitable Company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

Members' liability

The Members of the charitable Company guarantee to contribute an amount not exceeding £1 to the assets of the charitable Company in the event of winding up.

Statement of Trustees' responsibilities

The Trustees (who are also the Directors of the charitable Company for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable Company will continue in business.

The Trustees are responsible for keeping 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 charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

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

Auditors

The auditors, MA Partners Audit LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the Board of Trustees and signed on their behalf by:



S Coombe
Chair of Trustees

Date: 31 July 2024

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST

Opinion

We have audited the financial statements of The Hamlet Centre Trust (the 'charitable Company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable Company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST
(CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' 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 matters prescribed by the Companies Act 2006

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

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

We have nothing to report in respect of the following matters in relation to which 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 prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST
(CONTINUED)

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 Auditors' 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:

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the Charity.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charity and considered that the most significant are the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and the Charities Act 2022.
- We obtained an understanding of how the Charity complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST
(CONTINUED)

Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the charitable Company's trustees, 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 trustees those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable Company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Alice Lynch BSc FCA DChA (Senior Statutory Auditor)

for and on behalf of

MA Partners Audit LLP

Chartered Accountants

Statutory Auditor

7 The Close

Norwich

Norfolk

NR1 4DJ

22 August 2024

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2024**

	Note	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations, grants and legacies	3	219,411	44,553	263,964	301,482
Charitable activities	4	25,155	1,450,639	1,475,794	1,290,684
Income from fundraising	5	-	9,892	9,892	4,845
Investments	6	-	6,131	6,131	3,869
Other income	7	-	22,372	22,372	17,412
Total income		244,566	1,533,587	1,778,153	1,618,292
Expenditure on:					
Raising funds	8	-	13,355	13,355	12,300
Charitable activities	9	264,202	1,632,783	1,896,985	1,606,944
Total expenditure		264,202	1,646,138	1,910,340	1,619,244
Net expenditure		(19,636)	(112,551)	(132,187)	(952)
Transfers between funds	17	(10,035)	10,035	-	-
Net movement in funds		(29,671)	(102,516)	(132,187)	(952)
Reconciliation of funds:					
Total funds brought forward		904,311	1,335,727	2,240,038	2,240,990
Net movement in funds		(29,671)	(102,516)	(132,187)	(952)
Total funds carried forward		874,640	1,233,211	2,107,851	2,240,038

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

The notes on pages 21 to 40 form part of these financial statements.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02518973

BALANCE SHEET
AS AT 31 MARCH 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	13	1,789,806	1,289,891
		<u>1,789,806</u>	<u>1,289,891</u>
Current assets			
Debtors	14	211,658	194,667
Cash at bank and in hand		415,764	833,531
		<u>627,422</u>	<u>1,028,198</u>
Creditors: amounts falling due within one year	15	(84,472)	(78,051)
Net current assets		542,950	950,147
Total assets less current liabilities		<u>2,332,756</u>	<u>2,240,038</u>
Creditors: amounts falling due after more than one year	16	(224,905)	-
Total net assets		<u><u>2,107,851</u></u>	<u><u>2,240,038</u></u>
Charity funds			
Restricted funds	17	874,640	904,311
Unrestricted funds	17	1,233,211	1,335,727
Total funds		<u><u>2,107,851</u></u>	<u><u>2,240,038</u></u>

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02518973

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2024

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2022.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



S Coombe
Chair of Trustees

Date: 31 July 2024

The notes on pages 21 to 40 form part of these financial statements.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024

	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash used in operating activities	20	165,467	6,344
Cash flows from investing activities			
Purchase of tangible fixed assets	13	(583,234)	(12,918)
Change in cash and cash equivalents in the year		(417,767)	(6,574)
Cash and cash equivalents at the beginning of the year		833,531	840,105
Cash and cash equivalents at the end of the year	21	415,764	833,531

The notes on pages 21 to 40 form part of these financial statements

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1. General information

The Hamlet Centre Trust ("the charitable Company") is a company limited by guarantee. The charitable Company is both incorporated and domiciled in England and Wales. The address of its registered office is The Hamlet Charity, Johnson Place, Norwich, NR2 1SJ.

The principal accounting policies are summarised below.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charitable Company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The charitable Company's functional and presentational currency is GBP.

The financial statements are rounded to the nearest GBP.

2.2 Going concern

The Trustees are satisfied that the charitable Company will have adequate resources to meet its liabilities as they fall due for a period of at least twelve months from the date of approval of the financial statements. The Trustees therefore consider it appropriate to prepare the financial statements on the basis that the charitable Company will continue as a going concern.

2.3 Income

All income is recognised once the charitable Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 on raising funds includes all expenditure incurred by the charitable Company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charitable Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives. Depreciation is charged in full in the year of acquisition and no depreciation is charged in the year of disposal.

Depreciation is provided on the following bases:

Freehold property	- 2.5% straight line
Fittings and equipment	- 10 - 20% straight line
Motor vehicles	- 25% reducing balance
Office equipment	- 20% straight line
Computer equipment	- 25% straight line

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

2. Accounting policies (continued)

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charitable Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.10 Financial instruments

The charitable Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.11 Pensions

The charitable Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charitable Company to the fund in respect of the year.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charitable Company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charitable Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

3. Income from donations, grants and legacies

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Donations	103,125	44,553	147,678	191,926
Grants	116,286	-	116,286	109,556
Total 2024	219,411	44,553	263,964	301,482
<i>Total 2023</i>	<i>193,702</i>	<i>107,780</i>	<i>301,482</i>	

4. Income from charitable activities

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Personal budgets	-	1,423,532	1,423,532	1,237,332
Service provision	-	27,107	27,107	28,772
Service level agreements	25,155	-	25,155	24,580
Total 2024	25,155	1,450,639	1,475,794	1,290,684
<i>Total 2023</i>	<i>24,580</i>	<i>1,266,104</i>	<i>1,290,684</i>	

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

5. Income from fundraising

Income from fundraising events

	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Fundraising	9,892	9,892	4,845

6. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Bank interest receivable	6,131	6,131	3,869

7. Other income

	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Training	14,988	14,988	13,807
Hire of facilities	7,384	7,384	3,605
	22,372	22,372	17,412

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Fundraising consultancy	11,785	11,785	11,502

Fundraising trading expenses

	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Fundraising trading expenses	1,570	1,570	798

9. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Charitable activities	1,385,873	511,112	1,896,985	1,606,944
<i>Total 2023</i>	<i>1,085,940</i>	<i>521,004</i>	<i>1,606,944</i>	

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

9. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2024 £	<i>Total funds 2023 £</i>
Staff costs	1,170,748	981,484
Agency staff costs	108,176	-
Depreciation and impairment	83,319	88,475
Equipment and materials	23,630	15,981
	<u>1,385,873</u>	<u>1,085,940</u>

Analysis of support costs

	Total funds 2024 £	<i>Total funds 2023 £</i>
Staff costs	198,987	194,036
Establishment	154,569	191,828
Administration	111,474	92,930
Legal and professional	18,819	31,696
Bank interest payable	14,895	-
Technology	7,006	5,474
Governance costs	5,220	5,040
Bad debts	142	-
	<u>511,112</u>	<u>521,004</u>

10. Auditors' remuneration

The auditors' remuneration amounts to an auditor fee of £5,220 (2023 - £5,040), and payroll services of £8,624 (2023 - £8,430).

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

11. Staff costs

	2024	<i>2023</i>
	£	£
Wages and salaries	1,255,848	<i>1,079,838</i>
Social security costs	82,269	<i>69,073</i>
Contribution to defined contribution pension schemes	31,618	<i>26,609</i>
	<u>1,369,735</u>	<i><u>1,175,520</u></i>

The average number of persons employed by the charitable Company during the year was as follows:

	2024	<i>2023</i>
	No.	No.
Direct charitable activities	77	<i>78</i>
Management and administration	11	<i>9</i>
	<u>88</u>	<i><u>87</u></i>

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration for key management personnel for the year totalled £184,316 (*2023 - £186,753*).
As at the year end, key management personnel consisted of 5 employees (*2023 - 5 employees*).

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (*2023 - £NIL*).

During the year ended 31 March 2024, no Trustee expenses have been incurred (*2023 - £NIL*).

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

13. Tangible fixed assets

	Freehold property £	Plant and machinery £	Office equipment £	Computer equipment £	Motor vehicles £	Total £
Cost or valuation						
At 1 April 2023	1,901,726	68,951	102,024	37,733	58,285	2,168,719
Additions	563,895	-	12,613	6,726	-	583,234
Disposals	-	(21,474)	(1,688)	(4,281)	-	(27,443)
At 31 March 2024	2,465,621	47,477	112,949	40,178	58,285	2,724,510
Depreciation						
At 1 April 2023	677,589	46,796	82,583	36,419	35,441	878,828
Charge for the year	61,388	4,132	8,712	2,996	6,091	83,319
On disposals	-	(21,474)	(1,688)	(4,281)	-	(27,443)
At 31 March 2024	738,977	29,454	89,607	35,134	41,532	934,704
Net book value						
At 31 March 2024	1,726,644	18,023	23,342	5,044	16,753	1,789,806
At 31 March 2023	1,224,137	22,155	19,441	1,314	22,844	1,289,891

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

14. Debtors

	2024 £	2023 £
Due within one year		
Trade debtors	148,905	138,710
Prepayments and accrued income	62,641	52,957
Other debtors	112	3,000
	<u>211,658</u>	<u>194,667</u>

15. Creditors: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	36,458	31,526
Accruals and deferred income	27,568	32,009
Other taxation and social security	17,709	14,516
Bank loans	2,595	-
Other creditors	142	-
	<u>84,472</u>	<u>78,051</u>

	2024 £	2023 £
Deferred income at 1 April 2023	5,520	22,202
Amounts released from previous periods	(5,520)	(22,202)
Resources deferred during the year	4,690	5,520
	<u>4,690</u>	<u>5,520</u>

16. Creditors: Amounts falling due after more than one year

	2024 £	2023 £
Bank loans	<u>224,905</u>	<u>-</u>

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

17. Statement of funds

Statement of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
Unrestricted funds					
Designated funds					
Contractual obligations	315,000	-	-	185,000	500,000
New Building	300,000	-	-	(300,000)	-
The Square	50,000	-	-	(50,000)	-
Buildings	40,000	-	-	-	40,000
	<u>705,000</u>	<u>-</u>	<u>-</u>	<u>(165,000)</u>	<u>540,000</u>
General funds					
General Funds	<u>630,727</u>	<u>1,533,587</u>	<u>(1,646,138)</u>	<u>175,035</u>	<u>693,211</u>
Total Unrestricted funds	<u>1,335,727</u>	<u>1,533,587</u>	<u>(1,646,138)</u>	<u>10,035</u>	<u>1,233,211</u>

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

17. Statement of funds (continued)

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
Restricted funds					
Conversion (Johnson Place)	691,941	-	(23,492)	-	668,449
Sensory room (Johnson Place)	152,875	-	(7,148)	-	145,727
Minibus fundraiser	21,536	-	(5,384)	-	16,152
Candour	10,000	-	(8,472)	-	1,528
HCSS (formerly Hamlet at Home)	8,079	3,000	(11,079)	-	-
NCF Norman Lamb	8,000	-	(6,139)	-	1,861
Nurture Group	7,728	-	(7,041)	(687)	-
NCF Children's Wellbeing	1,361	-	(740)	(621)	-
Reach Fund	742	-	-	(742)	-
Together Group	575	-	(569)	(6)	-
Externally funded salaries - Children's Services	474	62,525	(61,436)	-	1,563
Other restricted funds	1,000	2,798	(2,963)	(491)	344
Educational grant	-	94,284	(94,284)	-	-
Adult Service Equipment and Refurbishment	-	40,673	(6,577)	(5,511)	28,585
Norfolk & Waveney ICSs	-	25,155	(25,155)	-	-
Sliding Wall	-	7,531	-	-	7,531
IT Fund	-	4,700	(2,723)	(1,977)	-
Ability Whirl	-	2,900	-	-	2,900
Preachers Charity Fund	-	1,000	(1,000)	-	-
	904,311	244,566	(264,202)	(10,035)	874,640
Total of funds	2,240,038	1,778,153	(1,910,340)	-	2,107,851

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

17. Statement of funds (continued)

Designated funds

Contractual obligations - these funds are to carry out contractual obligations to staff and other parties in the event of the charity ceasing to be able to continue as a viable organisation.

New Building - these funds are for the costs associated with the purchase of a new premises. The purchase of the new premises completed during the year, therefore these funds have been released into general funds.

The Square - these funds are for the costs associated with a rental property for adult services. The charitable Company moved from the associated rental property during the year, therefore these funds have been released into general funds.

Buildings - these funds have been set aside for emergency and essential property repairs and expenditure that is outside the scope of the ordinary budget for such expenditure.

Restricted funds

Conversion (Johnson Place) - this is funding received to go towards capital building costs for the Children's Services development. The resources expended in the year represent the depreciation charge on assets purchased and capitalised from the funds received.

Sensory Room (Johnson Place) - this represents funding received toward the cost of adaptations and sensory equipment at the Children's Service at Johnson Place. The resources expended in the year represent the depreciation charge on assets purchased and capitalised from the funds received.

Minibus fundraiser - this is monies raised for a new minibus for the Adult Service. The resources expended in the year represent the depreciation charge on the minibus purchased and capitalised from the funds received.

Candour - this fund has been used to replace and improve the lighting at the Children's Centre in Johnson Place as part of the charity's Green Plan.

Hamlet Community Support Services (HCSS) - this fund was set up for running Community Support Services and to cover costs associated with setting up the service.

NCF Norman Lamb - this fund is being used to train staff in Portage and allow them to deliver Portage sessions to families.

Nurture Group - this fund has been used for costs related to delivering the Nurture Group for babies who have had a stay in NICU and their parents.

NCF Children's Wellbeing - this fund is being used to purchase equipment for the short break provision for children and young people with additional needs including ASD, learning disabilities, and neurodiverse needs.

Reach Fund - this fund was used to support the acquisition of a new Adult Services Premises.

Together Group - this fund is used to provide Yoga for Adult Services including any associated training of staff members.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

17. Statement of funds (continued)

Externally funded salaries - Children's Services - we have received funding towards specialist salaries in the Children's Service.

Educational grant - this grant from Norfolk County Council for Early Education is for the provision of early years education for 3 and 4 year olds, disadvantaged 2 year olds and children with special educational needs.

Adult Service Equipment and Refurbishment - this represents monies received for the refurbishment of the new Adult Service premises at Marion Road, and the purchase and installation of disability equipment for the new centre.

Norfolk & Waveney ICSs - provides funding towards the cost of the Senior Manager at the Children's Services.

Sliding Wall - this fund will be used to replace the sliding wall in the sensory room at Johnson Place.

IT Fund - this fund is reserved for IT equipment such as tablets used by Support Workers purchased during the year.

Ability Whirl - this fund will be used to replace the inclusive roundabout at the Children's Services centre.

Preachers Charity Fund - this funded trips for Adult Service users to Hautbois Activity Centre.

Other restricted funds - these funds are for fittings and equipment for both services.

Transfers have been made to unrestricted funds where the restrictions on funds have been fully satisfied.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

17. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2022 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2023 £</i>
Unrestricted funds					
Designated funds					
Contractual obligations	315,000	-	-	-	315,000
New Building	200,000	-	-	100,000	300,000
The Square	50,000	-	-	-	50,000
Buildings	40,000	-	-	-	40,000
	<u>605,000</u>	<u>-</u>	<u>-</u>	<u>100,000</u>	<u>705,000</u>
General funds					
Reserves	<u>675,475</u>	<u>1,400,010</u>	<u>(1,353,526)</u>	<u>(91,232)</u>	<u>630,727</u>
Total Unrestricted funds	<u>1,280,475</u>	<u>1,400,010</u>	<u>(1,353,526)</u>	<u>8,768</u>	<u>1,335,727</u>

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

17. Statement of funds (continued)

	<i>Balance at 1 April 2022 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2023 £</i>
Restricted funds					
Conversion (Johnson Place)	715,846	-	(23,489)	(416)	691,941
Sensory room (Johnson Place)	159,439	-	(6,565)	-	152,874
Externally funded salaries - Children's Services	5,310	22,250	(27,086)	-	474
Educational Grant	-	87,306	(87,306)	-	-
IT Fund	-	2,000	(2,000)	-	-
NCF Norman Lamb	-	10,000	(2,000)	-	8,000
Sleep Area	252	-	-	(252)	-
Minibus fundraiser	28,714	-	(7,178)	-	21,536
Real Consulting	-	1,500	(1,500)	-	-
National Lottery training bursary	3,172	-	(3,172)	-	-
NCF Children's Wellbeing	-	1,929	(568)	-	1,361
Nuture Group	-	8,917	(1,188)	-	7,729
Together Group	-	1,000	(425)	-	575
Norfolk & Waveney ICSs	-	24,580	(24,580)	-	-
Candour	-	10,000	-	-	10,000
Other restricted funds	-	6,100	(5,100)	-	1,000
HCSS (formerly Hamlet at Home)	18,107	10,000	(20,028)	-	8,079
Capital purchases	8,100	-	-	(8,100)	-
Reach Fund	11,575	-	(10,833)	-	742
Redecoration	10,000	18,700	(28,700)	-	-
NCC rent contribution	-	14,000	(14,000)	-	-
	<u>960,515</u>	<u>218,282</u>	<u>(265,718)</u>	<u>(8,768)</u>	<u>904,311</u>
Total of funds	<u><u>2,240,990</u></u>	<u><u>1,618,292</u></u>	<u><u>(1,619,244)</u></u>	<u><u>-</u></u>	<u><u>2,240,038</u></u>

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

18. Summary of funds

Summary of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
Designated funds	705,000	-	-	(165,000)	540,000
General funds	630,727	1,533,587	(1,646,138)	175,035	693,211
Restricted funds	904,311	244,566	(264,202)	(10,035)	874,640
	<u>2,240,038</u>	<u>1,778,153</u>	<u>(1,910,340)</u>	<u>-</u>	<u>2,107,851</u>

Summary of funds - prior year

	<i>Balance at 1 April 2022 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2023 £</i>
Designated funds	605,000	-	-	100,000	705,000
General funds	675,475	1,400,010	(1,353,526)	(91,232)	630,727
Restricted funds	960,515	218,282	(265,718)	(8,768)	904,311
	<u>2,240,990</u>	<u>1,618,292</u>	<u>(1,619,244)</u>	<u>-</u>	<u>2,240,038</u>

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

19. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	845,143	944,663	1,789,806
Current assets	33,136	594,286	627,422
Creditors due within one year	(3,639)	(80,833)	(84,472)
Creditors due in more than one year	-	(224,905)	(224,905)
Total	874,640	1,233,211	2,107,851

Analysis of net assets between funds - prior period

	<i>Restricted funds 2023 £</i>	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Tangible fixed assets	864,805	425,086	1,289,891
Current assets	43,020	985,178	1,028,198
Creditors due within one year	(3,514)	(74,537)	(78,051)
Total	904,311	1,335,727	2,240,038

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

20. Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	2023 £
Net expenditure for the period (as per Statement of Financial Activities)	(132,187)	(952)
Adjustments for:		
Depreciation and impairment charges	83,319	88,475
Increase in debtors	(16,991)	(80,675)
Increase/(decrease) in creditors	231,326	(504)
Net cash provided by operating activities	165,467	6,344

21. Analysis of cash and cash equivalents

	2024 £	2023 £
Cash in hand	415,764	833,531

22. Analysis of changes in net debt

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash at bank and in hand	833,531	(417,767)	415,764
Debt due within 1 year	-	(2,595)	(2,595)
Debt due after 1 year	-	(224,905)	(224,905)
	833,531	(645,267)	188,264

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

23. Pension commitments

The charitable Company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charitable Company in an independently administered fund. The pensions cost charge represents contributions payable by the charitable Company to the fund and amounted to **£31,618** (2023 - £26,609).

24. Operating lease commitments

At 31 March 2024 the charitable Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024 £	2023 £
Not later than 1 year	3,198	12,054
Later than 1 year and not later than 5 years	9,334	1,431
Later than 5 years	-	-
	<u>12,532</u>	<u>13,485</u>

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

	2024 £	2023 £
Operating lease rentals	<u>9,642</u>	<u>23,260</u>

25. Related party transactions

During the year the charitable Company received donations totalling £1,500 from trustees and related parties.

26. Controlling party

There is no controlling party.

Accounts

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

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THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2023

Trustees	Stuart Marpole (resigned 7 June 2023) Ann Way (resigned 6 July 2023) Hester Coutanche (resigned 20 July 2022, re-appointed 22 June 2023) Susan Coombe, Acting Chairperson Caron Betts (resigned 20 July 2022, re-appointed 22 June 2023) Alexandra Lynch Jonathan Nelson (resigned 20 July 2022) Kim Owen (appointed 20 July 2022) Debbie Green (appointed 20 July 2022) Pauline Morgan (appointed 22 June 2023)
Company registered number	02518973
Charity registered number	1000653
Registered office	The Hamlet Charity Johnson Place Norwich Norfolk NR2 1SJ
Company secretary	Eleanor Coulson
Chief executive officer	Eleanor Coulson
Independent auditors	MA Partners Audit LLP Chartered Accountants 7 The Close Norwich Norfolk NR1 4DJ
Bankers	CAF Bank Limited PO Box 289 West Malling Kent ME19 4TA Lloyds TSB Bank plc 16 Gentleman's Walk Norwich Norfolk NR2 1LZ

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their annual report together with the audited financial statements of the Charity for the year 1 April 2022 to 31 March 2023. The Annual Report serves the purposes of both a Trustees' Report and a Directors' Report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) 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).

Since the Charity qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

The Trustees who have served during the year are shown on page 1.

Objectives and activities

a. Policies and objectives

The objectives of The Hamlet Centre Trust as set out in our Memorandum and Articles of Association (amended May 1993) are:

- (i) the relief of persons with special needs; and,
- (ii) the advancement of education of children and young persons with special needs within the areas of Norwich and Norfolk.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

b. Strategies for achieving objectives

The objectives have been met by providing the following services:

- The Hive and Little Bees Support for Families and Children under 5 with disabilities and complex health need
- Short Breaks for children with disabilities from 5 – 17 years inclusive
- Early Explorers Pre-school for children from 2 years with and without disabilities
- Day Services for young adults from 18 to 29 years of age
- Out of Hours Club in the evenings and at weekends for people from 16 years of age with a disability

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Objectives and activities (continued)

c. Activities undertaken to achieve objectives

The strategic direction to meet these objectives includes the following:

- To promote inclusion and integration
- To maximise the use of The Hamlet at the three sites
- To increase the provision of services over the week to meet the needs of the people we support
- To increase options and choices for those who use our services
- To become more financially sustainable
- Supporting transition services, to provide a seamless move from Children's to Adult Services and beyond
- To provide support for families and carers
- To explore opportunities for working with other groups and agencies.

The Hamlet Charter

Our belief is that everyone at The Hamlet....

- Should be happy and safe;
- Is unique, valued and respected;
- Can explore choice and opportunities;
- Is encouraged to unlock their potential;
- Can communicate in their own way; and
- Be part of the wider community.

d. Volunteers

The Hamlet currently has 10 volunteers who work across the range of services which the Charity provides. Whilst we greatly value the contribution of our volunteers, they are not critical to the ongoing delivery of a particular service or activity.

e. Public benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. Within the report there is detailed information on the services provided and the benefits to those who use them.

f. Risk management

The strategic risk register is reviewed yearly and is a standing agenda item at each full Board meeting. An opportunity is given to adjust the register following the meeting. Policies and procedures are in place to ensure compliance with health and safety of staff, volunteers, service users and visitors at all our centres. Dependant on the nature of the policy, policies are reviewed by either the staff team or by Trustees and staff. Those required by Ofsted and the CQC are reviewed by the Senior Management Team. Trustees are involved in reviewing those that concern governance and charity matters. Policies are available either on our website or by request to our Registered Office. The Senior Management Team regularly reviews all the major risks to which the Charity is or may be exposed.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Achievements and performance

a. Review of activities

We began 2022/23 in a much stronger financial position than anticipated, however the ongoing cost of living crisis meant that the cost of delivering our services increased. Therefore, the board agreed a budget with a predicted £59,000 deficit. The Board also agreed to committing unrestricted reserves to offsetting the deficit if necessary and, with the Senior Management Team, to re-negotiating with The Hamlet's main funders with an aim to achieving full cost recovery across all services. We were successful in securing an additional payment from Norfolk County Council of £66,830.03 to offset the increased costs associated with delivering our Adult Services across two sites. We were also successful in our bid to be included in the new Norfolk County Council Short Breaks Providers Framework with an associated increase in the fees we charge of 35% from 1 April 2024. This contract will run for a minimum of five years with an option to extend to ten.

We continued to be successful with funding applications supported by our contracted professional fundraisers, Felton Fundraising. The funding that we received has enabled us to complete ongoing work to maintain our specialist premises and mitigate most of the predicted funding shortfalls.

In March 2023 we engaged a Marketing and Development Officer who is working to broaden our funding portfolio by tapping into individual giving and corporate partnerships with a view to increasing the amount of unrestricted income we generate. The Board recognised that, in order for this strategy to be successful, work needed to be done to raise the profile of The Hamlet. Consequently, we engaged an external agency, Creativity Unbound, to work on a rebranding and fundraising campaign which will launch in September 2023, linked to our 50th Anniversary, with the aim of raising at least £50,000 of unrestricted income.

We continued our search for suitable premises for our Adult Services and, in mid-2022, identified a suitable building on Marion Road, which backs onto our existing premises on Ella Road. After undertaking appropriate financial and business planning, and risk assessments the Board voted to proceed with the purchase in January 2023. The purchase will be funded through a combination of reserves which have been allocated for this purpose and a loan from Charity Bank which has been secured on preferential terms. The purchase is due to complete at the end of May 2023. Consequently, we will be ending our tenancy of 1 – 5 Sovereign Way on or before the 29 September 2023.

We have continued to develop our CQC accredited service. This has been renamed Hamlet Community Support Services and is now included in the frameworks of both the adult and children's commissioning teams within Norfolk County Council. The service has been providing support to one individual and our first Direct Monitoring Activity meeting took place in October. This was successful with all questions answered to the inspector's satisfaction.

We have continued to roll out the use of laptops, tablets, and an online CRM system (Access to Care and Access People Planner) to support paperless and flexible working. Staff are now able to dispense with paper records and record service users' details digitally. Staff and families have easy, instant access to the records of those they care for and compliance with GDPR regulations has been made more straightforward.

We have ended 2022/23 with a very modest deficit which is an extremely positive result given the predicted budget. This means we will not have to draw on reserves to the degree that we anticipated. Having acquired a suitable additional premises for our Adult Services, our new strategic plan covering the next three years, which will focus on ensuring the ongoing financial sustainability of the organisation by diversifying our fundraising portfolio, negotiating full cost recovery across all contracted services, and maximising the use of all three sites by offering a wider range of services, and increasing the number of places we provide for adult service sessions.

COVID remained a factor throughout the majority of 2022/23 with testing and isolation of positive staff members still in place. Towards the end of the financial year regulations were progressively relaxed. Testing, isolation, and mask wearing are no longer requirements within the Health and Social Care sector.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Achievements and performance (continued)

HR and Recruitment

Recruitment continues to be very challenging with the number and quality of applicants across all posts reduced. Our foci for the year ahead are:

- Fill key posts across the organisation which remain vacant
- Trustee recruitment
- Salary benchmarking
- Review of policies and procedures
- Implementation of new staff wellbeing package

In the event of a shortage of support workers we will engage agency staff to backfill in order to ensure that service delivery is unaffected, and we can provide a service to the children and young people who are waiting to access our services. Trustee recruitment remains a priority and we will be advertising on appropriate forums/websites as well as continuing to cultivate individuals within our networks.

Staff in specific roles continue, where appropriate, to work from home for part of the week (no more than 40% of their total hours) and this hybrid approach is working well. Trustee meetings take place 50% online and 50% face to face.

In 2023/24 we will be completing a review of our policies and procedures as well as implementing a new wellbeing package for staff.

Finance and Funding

With continued strong financial management and robust monitoring of spending and reporting, we have again, despite the challenges of COVID, been able to increase our unrestricted funds. The deficit for 2022/23 was predicted to be £59,000. The monthly management accounts to March 2023 show an end of year deficit of £952. The Charity has performed significantly better than anticipated and it is reasonable to assume that the finance team continue to be prudent in their forecasting.

We have again budgeted for a deficit for the current financial year as we transfer from The Square to our new premises on Marion Road, and incur additional costs associated with this. The Board is satisfied that the 2023/24 budget is prudent and accepts that - given current circumstances - in the year 2023/24 The Hamlet may need to draw on some of its free reserves to mitigate the anticipated deficit.

Training

We continue to deliver training to external organisations both through our contract for Signalong with Norfolk County Council and through direct bookings. The sessions are a blend of face-to-face and online depending on the requirements of the client. We have a pool of 7 suitably qualified and experienced tutors who deliver a variety of sessions including mandatory training to Hamlet staff.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Achievements and performance (continued)

Achievements and performance

We have had another successful year of grant income as follows:

IT resources - The Lord Cozens-Hardy Trust

Hamlet Community Support Services (formerly Hamlet at Home) - The Bailey Thomas Charitable Trust

Specialist Play Leader (Children's Centre) – BBC Children in Need

Redecoration – The Strangward Trust, R S Brownless Charitable Trust, RC Snelling Charitable Trust, The Geoffrey Watling Charity, The Alchemy Foundation, The Lady Hind Charitable Trust, The David Solomons Charitable Trust, Candour.

Portage Training – Norfolk Community Foundation Sir Norman Lamb Coalition for Young People

Equipment for both centres – Real Consulting, Norfolk Community Foundation, The Hospital Saturday Fund

Nurture Group – Norfolk Community Foundation Paul Bassham Trust, Norfolk Community Foundation Vulnerable Families Fund, The D'Oyly Carte Charitable Trust

Yoga for Adult Services Users – Active Norfolk Sport England Together Fund

Core Costs – The Mickleham Trust, The Ellerdale Trust, The Nigel Bertram Charitable Trust, The PAR Charitable Trust, Barratt Development, The Pinching Family Trust, Crum & Forster, The Douglas Arter Foundation, Garfield Weston, The 29th May 1961 Charitable Trust, The Septagon Trust, The Steven Bloch Image of Disability Charitable Trust, Norwich Forum for the Construction Industry, Barratt & Cooke, Roche

b. Fundraising activities and income generation

The Hamlet is always striving to provide the best possible support to those who use our services. To provide a high-quality service, we need to secure funds to support the purchase of equipment, building improvements and to fund salary costs of specialist posts. The Hive Family Support and Little Bees services are entirely supported by charitable giving.

To meet these aims we now have a dedicated fundraising team who work closely alongside Felton Fundraising, a professional fundraising organisation which has worked with The Hamlet for 19 years and supports us in our applications for funding alongside our CEO and Senior Managers. Felton Fundraising raised £153,803 in 2022/23 and a similar level of support is expected for 2023/24. As of 12 June 2023 of the forecast donations of £200,000 for 2023/24 The Hamlet has already received or had confirmed £30,659.

There have been no complaints about fundraising activity. All fundraisers, families and others interested in our work are given the option of signing up to our newsletters and information on events and how to opt out of this should they wish to do that. In accordance with our Fundraising Strategy, we have signed up to the Fundraising Regulator's Code of Fundraising Practice. Voluntary fundraisers are given a pack which includes our Fundraising Ethics Policy.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

The Board accepts that, as the country adapts to new ways of living and working, there may be some fluctuation in The Hamlet's financial position over the next few months but is confident that its robust management and governance will maintain stability over the longer term.

b. Reserves policy

The Trustees, having considered the potential risks facing The Hamlet and assessed the future plans, wish to retain reserves sufficient to ensure an orderly withdrawal from operations, meeting contractual obligations and covering redundancy payments. Funds of £315,000 have been designated for this purpose following a detailed review of costs (January 2023). The Charity also has designated funds for Buildings £40,000, £300,000 for New Premises for Adults Services and £50,000 for The Square (rental property for adult services), further details of which are given in note 16.

On 31 March 2023 the Charity had free reserves of £205,641 (2022: £210,562) (unrestricted funds which have not been designated and are not represented by fixed assets).

c. Principal risks and uncertainties

1. Cost of running additional premises
2. Ongoing challenging financial climate
3. Recruitment and retention

Fundraising continued at a healthy level during 2022/23, however it has fallen below the predicted budget figure. This is mainly due to the delay in recruiting a Marketing Development Officer in an extremely challenging employment market. We must also consider the additional increase to National Living Wage of 9.7% that comes in April 2023 (for which provision has been made in our 2023-4 budget), and an expected average inflation rate of 6.9% over the coming year.

The provision of sessions across Ella Road and our new site, Marion Road, are reliant on enrolling additional students and therefore, recruiting additional staff. In the event we are unable to recruit enough staff to deliver the service across two premises, operations for Adult Services could be contracted to one premises. The Board would then decide which of The Hamlet's buildings should be sold to ensure its ongoing financial viability.

Utilities prices have been fixed with suppliers. Gas prices are fixed until March 2024 for Ella Road and until December 2023 for Johnson Place. However, electricity prices at these sites are due for renewal in December 2023. Electricity prices for The Square are fixed until March 2024 but we will be leaving these premises by September 2023.

A key challenge in the year ahead is the ability to recruit and retain staff. The Hamlet has carried out an analysis of pay in the local sector and, as a result, has agreed a minimum salary uplift of at least £1,000 (pre-tax and deductions) for all of its staff in 2023/24. This, combined with a package of benefits, training, and the options of full and part-time working, will ensure the Charity remains a competitive employer in the marketplace.

The Hamlet's CEO will conduct a salary benchmarking exercise during 2023/24 to compare its remuneration

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

package with other local third sector employers and the results will inform strategic planning moving forwards.

d. Principal funding

The Hamlet has 3 main fundraising sources:

- Norfolk County Council (Personal / Individual budgets, Early Education Grant);
- Norfolk Community Health and Care (Continuing Health Care); and
- Charitable Trusts and Foundations and fundraising.

e. End of year results

The below are the headline results of the Charity for the year:

Total incoming resources: **£1,618,292** (2022: £1,397,766)

Total resources expended: **£1,619,244** (2022: £1,372,719)

Net deficit for the year: **£(952)** (2022: £25,047 surplus)

The full results can be found in the Statement of Financial Activities, on page 16.

f. Development Plan

We are mindful that careful strategic planning is of even greater importance in the current climate and with our planned acquisition of additional adult premises. The Board of Trustees and CEO attended two externally facilitated planning sessions in late 2022 which will form the basis of The Hamlet's new 3 year plan a draft of which will go before the Board in July 2023.

Structure, governance and management

a. Constitution

The Company is constituted under a Memorandum of Association and is a registered charity number 1000653. The organisation was set up as a charity in 1972 under the name of the Norfolk and Norwich Toy Library. It changed its name to The Hamlet Centre Trust in 1984. It became a company limited by guarantee with charitable status on 5 July 1990. Its Memorandum of Association establishes the objects and powers of the Company and the organisation is governed under its Articles of Association. The Memorandum and Articles of Association were revised in 1993. In the event of the Company being wound up members are required to contribute an amount not exceeding £1.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Structure, governance and management (continued)

b. Methods of appointment or election of Trustees

The management of the Company is the responsibility of the Trustees, who are elected and co-opted under the terms of the Trust deed. The Trustees who served during the year are shown under Legal and Administrative Information on page 1 of the Annual Accounts. The Directors of the Company are the Trustees. Under the requirements of the Memorandum and Articles of Association the three longest standing Trustees, or up to one third of the total number, must resign at each AGM. They are eligible for re-election.

The Hamlet works with children and young people with disabilities and their families. The Trustees seek to ensure that their needs are reflected through the diversity of the Trustee body. To this end, some Trustees come from the families of children or young people with disabilities and their experience assists the aims of the Charity. The more traditional business, professional, educational and social care skills are well represented. In the event of particular skills being lost to the Council, because of the retirement of Trustees, new Trustees are sought from a range of sources.

c. Organisational structure and decision-making policies

The Board of Trustees have six full Board meetings a year as well as holding an annual 'away day'. Policies are reviewed on a rolling basis. Task groups meet to work on different aspects of activity as required throughout the year.

Staffing structure: The Charity currently has 87 staff across the different sites. The day-to-day operation of the Charity is delegated to the CEO. The CEO is supported by the Operations Manager (Registered Manager) for Adult Services, the Children's Service Senior Manager and the Finance Managers. The workforce consists of contracted staff and casual workers. The teams at the Children's and Adult's Centres are supported by a central services team of Finance Managers, HR administrator, Marketing and Development Officer, Quality Assurance Officer, training team and administrators.

Volunteers: The Charity has a long history of engaging volunteers to work with both children and adults. Currently there are 10, engaged in various activities across the organisation.

d. Policies adopted for the induction and training of Trustees

New Trustees experience a programme of briefings, visits to services and formal presentations, such as on the responsibilities of a Charity Trustee. The website has a Trustee Login with information for new and established Board members. Information can be accessed about the policies in use, staffing, information such as that available from the Charity Commission and other items that are considered to be of interest to the Trustees. All Board meeting papers are published on the login for Trustees to access and an archive is kept of previous meetings.

e. Pay policy for personnel

The pay and remuneration of The Hamlet's personnel are reviewed by the senior management team and Board of Trustees on an annual basis. Salaries are benchmarked against other charities in the local market and are voted on and approved by the Board along with the annual budget. In the 2023/24 financial year the CEO of The Hamlet, Ellie Coulson, will complete a salary benchmarking exercise to ensure that salaries remain competitive within the local third sector and therefore support staff recruitment and retention.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Plans for future periods

Once the planned acquisition of our new Adult Services premises at Marion Road has been completed some immediate small-scale adaptations will be necessary on the property in order to ensure that it can meet the needs of Hamlet Users and Staff, with some longer-term plans for further improvements. Therefore, the Board is mindful that there will need to be an ongoing, phased fundraising campaign which will sit alongside robust financial monitoring to ensure that the cost of these works are met without incurring unfunded capital expenditure.

Statement of Trustees' responsibilities

The Trustees (who are also the Directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

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

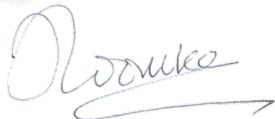
Auditors

The auditors, MA Partners Audit LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Approved by order of the members of the Board of Trustees and signed on their behalf by:

A handwritten signature in blue ink, appearing to read 'Susan Coombe', with a long horizontal flourish extending to the right.

Susan Coombe
Acting Chairperson
Date: 26 July 2023

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST

Opinion

We have audited the financial statements of The Hamlet Centre Trust (the 'Charitable Company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Charitable Company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST
(CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' 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 matters prescribed by the Companies Act 2006

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

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

We have nothing to report in respect of the following matters in relation to which 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 prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST
(CONTINUED)

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 Auditors' 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:

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the Charity.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charity and considered that the most significant are the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and the Charities Act 2011.
- We obtained an understanding of how the Charity complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST
(CONTINUED)

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

This report is made solely to the Charitable Company's Trustees, 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 Trustees those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Alice Lynch BSc ACA DChA (Senior Statutory Auditor)

for and on behalf of
MA Partners Audit LLP

Chartered Accountants
Statutory Auditor

7 The Close

Norwich

Norfolk

NR1 4DJ

Date: 3 August 2023

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023**

	Note	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations, grants and legacies	3	193,702	107,780	301,482	294,504
Charitable activities	4	24,580	1,266,104	1,290,684	1,080,192
Income from fundraising	5	-	4,845	4,845	10,237
Investments	6	-	3,869	3,869	79
Other income	7	-	17,412	17,412	12,754
Total income		218,282	1,400,010	1,618,292	1,397,766
Expenditure on:					
Raising funds	8	-	12,300	12,300	9,562
Charitable activities		265,718	1,341,226	1,606,944	1,363,157
Total expenditure		265,718	1,353,526	1,619,244	1,372,719
Net (expenditure)/income		(47,436)	46,484	(952)	25,047
Transfers between funds	16	(8,768)	8,768	-	-
Net movement in funds		(56,204)	55,252	(952)	25,047
Reconciliation of funds:					
Total funds brought forward		960,515	1,280,475	2,240,990	2,215,943
Net movement in funds		(56,204)	55,252	(952)	25,047
Total funds carried forward		904,311	1,335,727	2,240,038	2,240,990

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

The notes on pages 20 to 39 form part of these financial statements.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02518973

BALANCE SHEET
AS AT 31 MARCH 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	13	1,289,891	1,365,448
		<u>1,289,891</u>	<u>1,365,448</u>
Current assets			
Debtors	14	194,667	113,992
Cash at bank and in hand		833,531	840,105
		<u>1,028,198</u>	<u>954,097</u>
Creditors: amounts falling due within one year	15	(78,051)	(78,555)
Net current assets		950,147	875,542
Total assets less current liabilities		<u>2,240,038</u>	<u>2,240,990</u>
Total net assets		<u><u>2,240,038</u></u>	<u><u>2,240,990</u></u>
Charity funds			
Restricted funds	16	904,311	960,515
Unrestricted funds	16	1,335,727	1,280,475
Total funds		<u><u>2,240,038</u></u>	<u><u>2,240,990</u></u>

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02518973

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2023

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Susan Coombe

Date: 26 July 2023

The notes on pages 20 to 39 form part of these financial statements.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	2022 £
Cash flows from operating activities		
Net cash used in operating activities	6,344	149,271
Cash flows from investing activities		
Purchase of tangible fixed assets	(12,918)	(84,262)
Sale of tangible fixed assets	-	3,245
Net cash used in investing activities	(12,918)	(81,017)
Change in cash and cash equivalents in the year	(6,574)	68,254
Cash and cash equivalents at the beginning of the year	840,105	771,851
Cash and cash equivalents at the end of the year	833,531	840,105

The notes on pages 20 to 39 form part of these financial statements

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

1. General information

The Charity is a company limited by guarantee. The Charity is both incorporated and domiciled in England and Wales. The address of its registered office is The Hamlet Charity, Johnson Place, Norwich, NR2 1SJ.

The members of the Company are the Trustees and named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. The principal accounting policies are summarised below.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Hamlet Centre Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The Trustees are satisfied that the Charity will have adequate resources to meet its liabilities as they fall due for a period of at least twelve months from the date of approval of the financial statements. The Trustees therefore consider it appropriate to prepare the financial statements on the basis that the Charity will continue as a going concern.

2.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives. Depreciation is charged in full in the year of acquisition and no depreciation is charged in the year of disposal.

Depreciation is provided on the following bases:

Freehold property	- 2.5% straight line
Fittings and equipment	- 10 - 20% straight line
Motor vehicles	- 25% reducing balance
Office equipment	- 20% straight line
Computer equipment	- 25% straight line

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.10 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.11 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

3. Income from donations, grants and legacies

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Donations	84,146	107,780	191,926	178,968
Grants	109,556	-	109,556	115,536
Total 2023	193,702	107,780	301,482	294,504
<i>Total 2022</i>	<i>244,688</i>	<i>49,816</i>	<i>294,504</i>	

4. Income from charitable activities

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Service level agreements	24,580	-	24,580	24,580
Service provision	-	28,772	28,772	18,028
Personal budgets	-	1,237,332	1,237,332	1,037,584
Total 2023	24,580	1,266,104	1,290,684	1,080,192
<i>Total 2022</i>	<i>24,580</i>	<i>1,055,612</i>	<i>1,080,192</i>	

5. Income from fundraising

Income from fundraising events

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Fundraising	4,845	4,845	10,237

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

6. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Bank interest receivable	3,869	3,869	79
	<u> </u>	<u> </u>	<u> </u>

7. Other income

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Training	13,807	13,807	11,035
Hire of facilities	3,605	3,605	1,719
	<u>17,412</u>	<u>17,412</u>	<u>12,754</u>

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Fundraising consultancy	11,502	11,502	9,402

Fundraising trading expenses

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Fundraising trading expenses	798	798	160

9. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Charitable activities	1,085,940	521,004	1,606,944	1,363,157
<i>Total 2022</i>	923,240	439,917	1,363,157	

THE HAMLET CENTRE TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

9. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2023 £	<i>Total funds 2022 £</i>
Staff costs	981,484	832,609
Depreciation	88,475	75,489
Other direct costs	15,981	15,142
	<u>1,085,940</u>	<u>923,240</u>

Analysis of support costs

	Total funds 2023 £	<i>Total funds 2022 £</i>
Staff costs	194,036	184,295
Establishment	191,828	153,975
Administration	98,278	80,219
Legal and professional	23,266	9,770
Governance costs	8,122	6,730
Technology	5,474	5,603
Bad debt write off	-	810
Profit on disposal of tangible fixed assets	-	(1,485)
	<u>521,004</u>	<u>439,917</u>

10. Auditors' remuneration

The auditors' remuneration amounts to an auditor fee of £5,040 (2022 - £4,860), and payroll services of £8,430 (2022 - £8,019).

THE HAMLET CENTRE TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

11. Staff costs

	2023	<i>2022</i>
	£	<i>£</i>
Wages and salaries	1,079,838	<i>941,252</i>
Social security costs	69,073	<i>53,078</i>
Contribution to defined contribution pension schemes	26,609	<i>22,574</i>
	<u>1,175,520</u>	<i><u>1,016,904</u></i>

The average number of persons employed by the Charity during the year was as follows:

	2023	<i>2022</i>
	No.	<i>No.</i>
Direct charitable activities	78	<i>76</i>
Management and administration of the Charity	9	<i>10</i>
	<u>87</u>	<i><u>86</u></i>

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration for key management personnel for the year totalled **£186,753** (2022: £180,418).
As at the year end, key management personnel consisted of **5 employees** (2022: 5 employees).

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 March 2023, no Trustee expenses have been incurred (2022 - £NIL).

THE HAMLET CENTRE TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

13. Tangible fixed assets

	Freehold property £	Fittings and equipment £	Motor vehicles £	Office equipment £	Computer equipment £	Total £
Cost or valuation						
At 1 April 2022	1,901,726	66,897	58,285	96,278	41,778	2,164,964
Additions	-	2,054	-	10,864	-	12,918
Disposals	-	-	-	(5,118)	(4,045)	(9,163)
At 31 March 2023	1,901,726	68,951	58,285	102,024	37,733	2,168,719
Depreciation						
At 1 April 2022	630,298	21,447	27,826	80,974	38,971	799,516
Charge for the year	47,291	25,349	7,615	6,727	1,493	88,475
On disposals	-	-	-	(5,118)	(4,045)	(9,163)
At 31 March 2023	677,589	46,796	35,441	82,583	36,419	878,828
Net book value						
At 31 March 2023	1,224,137	22,155	22,844	19,441	1,314	1,289,891
At 31 March 2022	1,271,428	45,450	30,459	15,304	2,807	1,365,448

Included in freehold property is freehold land at cost of **£10,000** (2022 - £10,000) which is not depreciated.

On 30 July 2010 the Charity entered into an agreement with St Raphael Club, Charity number 209103, whereby St Raphael Club agreed to transfer 50% of its legal and equitable interest in the freehold property known as St Raphael Club, Johnson Place, Norwich ("the property") to The Hamlet Centre Trust. Under the agreement, St Raphael Club will transfer the remainder of its interest in the property to The Hamlet Centre Trust on 30 July 2025 or earlier by arrangement. The transfer is expected to take place by mutual agreement during 2023.

THE HAMLET CENTRE TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

14. Debtors

	2023 £	2022 £
Due within one year		
Trade debtors	138,710	53,857
Other debtors	3,000	3,000
Prepayments and accrued income	52,957	57,135
	<u>194,667</u>	<u>113,992</u>

15. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	31,526	25,071
Other taxation and social security	14,516	10,973
Accruals and deferred income	32,009	42,511
	<u>78,051</u>	<u>78,555</u>

	2023 £	2022 £
Deferred income at 1 April 2022	22,202	982
Resources deferred during the year	5,520	22,202
Amounts released from previous periods	(22,202)	(982)
	<u>5,520</u>	<u>22,202</u>

Included in deferred income is £3,514 relating to a grant covering the post year end period to May 2023.

THE HAMLET CENTRE TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

16. Statement of funds

Statement of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
Unrestricted funds					
Designated funds					
Contractual obligations	315,000	-	-	-	315,000
Buildings	40,000	-	-	-	40,000
New Building	200,000	-	-	100,000	300,000
The Square	50,000	-	-	-	50,000
	<u>605,000</u>	<u>-</u>	<u>-</u>	<u>100,000</u>	<u>705,000</u>
General funds					
Reserves	<u>675,475</u>	<u>1,400,010</u>	<u>(1,353,526)</u>	<u>(91,232)</u>	<u>630,727</u>
Total Unrestricted funds	<u>1,280,475</u>	<u>1,400,010</u>	<u>(1,353,526)</u>	<u>8,768</u>	<u>1,335,727</u>

THE HAMLET CENTRE TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

16. Statement of funds (continued)

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
Restricted funds					
Conversion (Johnson Place)	715,846	-	(23,489)	(416)	691,941
Sensory room (Johnson Place)	159,439	-	(6,565)	-	152,874
Externally funded salaries - Children's Services	5,310	22,250	(27,086)	-	474
Educational Grant	-	87,306	(87,306)	-	-
IT Fund	-	2,000	(2,000)	-	-
NCF Norman Lamb	-	10,000	(2,000)	-	8,000
Sleep Area	252	-	-	(252)	-
Minibus fundraiser	28,714	-	(7,178)	-	21,536
Real Consulting	-	1,500	(1,500)	-	-
National Lottery training bursary	3,172	-	(3,172)	-	-
NCF Children's Wellbeing	-	1,929	(568)	-	1,361
Nurture Group	-	8,917	(1,188)	-	7,729
Together Group	-	1,000	(425)	-	575
Norfolk & Waveney ICSs	-	24,580	(24,580)	-	-
Candour	-	10,000	-	-	10,000
Other restricted funds	-	6,100	(5,100)	-	1,000
HCSS (formerly Hamlet at Home)	18,107	10,000	(20,028)	-	8,079
Capital purchases	8,100	-	-	(8,100)	-
Reach Fund	11,575	-	(10,833)	-	742
Redecoration	10,000	18,700	(28,700)	-	-
NCC rent contribution	-	14,000	(14,000)	-	-
	960,515	218,282	(265,718)	(8,768)	904,311
Total of funds	2,240,990	1,618,292	(1,619,244)	-	2,240,038

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

16. Statement of funds (continued)

Designated funds

The charity has the following designated funds:

Contractual obligations - these funds are to carry out contractual obligations to staff and other parties in the event of the charity ceasing to be able to continue as a viable organisation.

Buildings - these funds have been set aside for emergency and essential property repairs and expenditure that is outside the scope of the ordinary budget for such expenditure.

New Building - these funds are for the costs associated with the purchase of a new premises.

The Square - these funds are for the costs associated with a rental property for adult services.

Restricted funds

The restricted funds are for the following purposes:

Conversion Johnson Place - this represents funding received to go towards capital building costs for the children's services development. The resources expended in the year represent the depreciation charge on assets purchased and capitalised from the funds received.

Sensory Room Johnson Place - this represents funding received toward the cost of adaptations and sensory equipment at the Children's Service at Johnson Place. The resources expended in the year represent the depreciation charge on assets purchased and capitalised from the funds received.

Externally funded salaries - Children's Services - this represents funding received towards specialist salaries as part of the appeal process.

Minibus fundraiser - the minibus fund represents monies raised for a new minibus for the Adult Service. The resources expended in the year represent the depreciation charge on the minibus purchased and capitalised from the funds received.

National Lottery training bursary - this fund was set up to provide training for parents and carers of children and adults who access The Hamlet. It has been used this year to provide free places to parents on Signalong courses.

Educational grant - this represents a grant from Norfolk County Council for Early Education for the provision of early education for 3 and 4 year olds, disadvantaged 2 year olds and children with special educational needs.

IT Fund - this fund is reserved for IT equipment such as tablets used by Support Workers purchased during the year.

Norfolk & Waveney ICSs - provides funding towards the cost of the Senior Manager at the Children's Services.

THE HAMLET CENTRE TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

16. Statement of funds (continued)

Hamlet Community Support Services (HCSS) (formerly known as Hamlet at Home) - this fund was set up for running Community Support Services and to cover costs associated with setting up the service.

Capital purchases - this fund was used for the purchase of new hoists in the Children's Centre.

Reach Fund - this fund is being used to support the acquisition of a new Adult Services Premises.

Redecoration – this fund was used for the redecoration of both the Adult and Children's Centres.

Sleep Area - this fund represents monies received to create a sleep area within the Early Years setting.

NCF Norman Lamb - this fund is being used for Portage Training.

Real Consulting - this fund was used for music/sensory and kitchen equipment for the children to use.

NCF Children's Wellbeing - this fund is being used to purchase equipment for the short break provision for children and young people with additional needs including ASD, learning disabilities, and neurodiverse needs.

Nurture Group - this fund will be used for costs related to delivering the Nurture Group for babies who have had a stay in NICU and their parents.

Together Group - this fund will be used to provide Yoga for Adult Services including any associated training of staff members.

Candour - this fund will be used to replace and improve the lighting at the Children's Centre in Johnson Place as part of the charity's Green Plan.

Other restricted funds - this fund includes £1,000 which will be used to purchase storage for Short Breaks and £5,100 to be used for specific legal fees incurred.

NCC rent contribution - this fund has been used for The Square rent payments.

Transfers have been made to unrestricted funds where the restrictions on funds have been fully satisfied.

THE HAMLET CENTRE TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

16. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2022 £</i>
Unrestricted funds					
Designated funds					
Contractual obligations	315,000	-	-	-	315,000
Buildings	40,000	-	-	-	40,000
New Building	200,000	-	-	-	200,000
The Square	50,000	-	-	-	50,000
	<u>605,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>605,000</u>
General funds					
Reserves	<u>575,812</u>	<u>1,128,498</u>	<u>(1,063,359)</u>	<u>34,524</u>	<u>675,475</u>
Total Unrestricted funds	<u>1,180,812</u>	<u>1,128,498</u>	<u>(1,063,359)</u>	<u>34,524</u>	<u>1,280,475</u>

THE HAMLET CENTRE TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
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16. Statement of funds (continued)

	<i>Balance at 1 April 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2022 £</i>
Restricted funds					
Conversion (Johnson Place)	739,335	-	(23,489)	-	715,846
Sensory room (Johnson Place)	160,397	7,471	(8,429)	-	159,439
Externally funded salaries - Children's Services	23,800	23,062	(41,552)	-	5,310
Educational Grant	-	92,873	(92,873)	-	-
New Adult Services centre	24	-	-	(24)	-
Johnson Place Dad's Wellbeing group	2,034	-	(2,034)	-	-
Sleep Area	-	1,500	(1,248)	-	252
Minibus fundraiser	38,286	-	(9,572)	-	28,714
COVID Lottery Fund	859	-	-	(859)	-
National Lottery training bursary	7,010	-	(3,838)	-	3,172
NCC Infection Control	6,072	36,406	(34,872)	(7,606)	-
Property rent	19,965	-	(19,965)	-	-
Julia & Hans Rausing Trust	11,367	-	(3,087)	(8,280)	-
Norfolk & Waveney ICSs	-	24,580	(24,580)	-	-
Garfield Weston	15,982	-	(12,028)	(3,954)	-
COMF Infection Control	-	5,080	(5,080)	-	-
HCSS (formerly Hamlet at Home)	10,000	32,000	(23,893)	-	18,107
Capital purchases	-	21,901	-	(13,801)	8,100
Reach Fund	-	14,395	(2,820)	-	11,575
Redecoration	-	10,000	-	-	10,000
NCC rent contribution	-	-	-	-	-
	<u>1,035,131</u>	<u>269,268</u>	<u>(309,360)</u>	<u>(34,524)</u>	<u>960,515</u>
Total of funds	<u>2,215,943</u>	<u>1,397,766</u>	<u>(1,372,719)</u>	<u>-</u>	<u>2,240,990</u>

THE HAMLET CENTRE TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

17. Summary of funds

Summary of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
Designated funds	605,000	-	-	100,000	705,000
General funds	675,475	1,400,010	(1,353,526)	(91,232)	630,727
Restricted funds	960,515	218,282	(265,718)	(8,768)	904,311
	<u>2,240,990</u>	<u>1,618,292</u>	<u>(1,619,244)</u>	<u>-</u>	<u>2,240,038</u>

Summary of funds - prior year

	<i>Balance at 1 April 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2022 £</i>
Designated funds	605,000	-	-	-	605,000
General funds	575,812	1,128,498	(1,063,359)	34,524	675,475
Restricted funds	1,035,131	269,268	(309,360)	(34,524)	960,515
	<u>2,215,943</u>	<u>1,397,766</u>	<u>(1,372,719)</u>	<u>-</u>	<u>2,240,990</u>

THE HAMLET CENTRE TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	864,805	425,086	1,289,891
Current assets	43,020	985,178	1,028,198
Creditors due within one year	(3,514)	(74,537)	(78,051)
Total	904,311	1,335,727	2,240,038

Analysis of net assets between funds - prior year

	<i>Restricted funds 2022 £</i>	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Tangible fixed assets	900,535	464,913	1,365,448
Current assets	64,483	889,614	954,097
Creditors due within one year	(4,503)	(74,052)	(78,555)
Total	960,515	1,280,475	2,240,990

19. Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	2022 £
Net income/expenditure for the year (as per Statement of Financial Activities)	(952)	25,047
Adjustments for:		
Depreciation charges	88,475	75,489
Loss/(profit) on the sale of fixed assets	-	(1,485)
Decrease/(increase) in debtors	(80,675)	18,348
Increase/(decrease) in creditors	(504)	31,872
Net cash provided by operating activities	6,344	149,271

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

20. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	833,531	840,105
Total cash and cash equivalents	833,531	840,105

21. Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	840,105	(6,574)	833,531
	840,105	(6,574)	833,531

22. Pension commitments

The Charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pensions cost charge represents contributions payable by the Charity to the fund and amounted to **£26,609** (2022: £22,574).

THE HAMLET CENTRE TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

23. Operating lease commitments

At 31 March 2023 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023 £	2022 £
Not later than 1 year	12,054	22,298
Later than 1 year and not later than 5 years	1,431	74,511
Later than 5 years	-	-
	<u>13,485</u>	<u>96,809</u>

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

	2023 £	2022 £
Operating lease rentals	<u>23,260</u>	<u>15,154</u>

24. Related party transactions

The Charity has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the Charity at 31 March 2023.

25. Controlling party

There is no controlling party.

Accounts

Registered number: 02518973
Charity number: 1000653

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2022**

Trustees	Stuart Marpole, Chair Ann Way Hester Coutanche Susan Coombe, Vice Chair Caron Betts Stephen Riley-Elliott (resigned 21 July 2021) Alexandra Lynch (appointed 19 May 2021) Jonathan Nelson (appointed 19 May 2021)
Company registered number	02518973
Charity registered number	1000653
Registered office	The Hamlet Charity Johnson Place Norwich Norfolk NR2 1SJ
Company secretary	Pauline Morgan (resigned 26 November 2021) Eleanor Coulson (appointed 26 November 2021)
Chief executive officer	Pauline Morgan (resigned 26 November 2021) Eleanor Coulson (appointed 26 November 2021)
Independent auditors	MA Partners Audit LLP Chartered Accountants 7 The Close Norwich Norfolk NR1 4DJ
Bankers	CAF Bank Limited PO Box 289 West Malling Kent ME19 4TA Lloyds TSB Bank plc 16 Gentleman's Walk Norwich Norfolk NR2 1LZ

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present their annual report together with the audited financial statements of the Charity for the year 1 April 2021 to 31 March 2022. The Annual Report serves the purposes of both a Trustees' Report and a Directors' Report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) 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).

Since the Charity qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Trustees

The Trustees who have served during the year are shown on page 1. One Trustee resigned during the year. Stephen Riley-Elliot resigned as Trustee in July 2021. We welcomed new Trustees Alexandra Lynch and Jonathan Nelson in May 2021.

Objectives and activities

a. Policies and objectives

The objectives of The Hamlet Centre Trust as set out in our Memorandum and Articles of Association (amended May 1993) are:

- (i) the relief of persons with special needs; and,
- (ii) the advancement of education of children and young persons with special needs within the areas of Norwich and Norfolk.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

b. Strategies for achieving objectives

The objectives have been met by providing the following services:

- The Hive and Little Bees Support for Families and Children under 5 with disabilities and complex health need
- Short Breaks for children with disabilities from 5 – 17 years inclusive
- Early Explorers Pre-school for children from 2 years with and without disabilities
- Day Services for young adults from 18 to 29 years of age
- Out of Hours Club in the evenings and at weekends for people from 16 years of age with a disability
- Saturday Club for people from 16 years of age with disabilities

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Objectives and activities (continued)

c. Activities undertaken to achieve objectives

The strategic direction to meet these objectives includes the following:

- To promote inclusion and integration
- To maximise the use of The Hamlet at the three sites
- To increase the provision of services over the week to meet the needs of the people we support
- To increase options and choices for those who use our services
- To become more financially sustainable
- Supporting transition services, to provide a seamless move from Children's to Adult Services and beyond
- To provide support for families and carers
- To explore opportunities for working with other groups and agencies.

The Hamlet Charter

Our belief is that everyone at The Hamlet....

- Should be happy and safe;
- Is unique valued and respected;
- Can explore choice and opportunities;
- Is encouraged to unlock their potential;
- Can communicate in their own way; and
- Be part of the wider community.

d. Volunteers

The Hamlet currently has 10 volunteers who work across the range of services which the Charity provides. Whilst we greatly value the contribution of our volunteers, they are not critical to the ongoing delivery of a particular service or activity.

e. Public benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aim and objectives and in planning our future activities. Within the report there is detailed information on the services provided and the benefits to those who use them.

f. Risk management

The strategic risk register is reviewed yearly and is a standing agenda item at each full Board meeting. An opportunity is given to adjust the register following the meeting. Policies and procedures are in place to ensure compliance with health and safety of staff, volunteers, service users and visitors at all our centres. Dependant on the nature of the policy, policies are reviewed by either the staff team or by Trustees and staff. Those required by Ofsted and the CQC are reviewed by the Senior Management Team. Trustees are involved in reviewing those that concern governance and charity matters. Policies are available either on our website or on request to our Head Office. The Senior Management Team regularly reviews all the major risks to which the Charity is or may be exposed.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Achievements and performance

a. Review of activities

A challenge faced by all charities in 2021/22 was the continuing impact of the COVID 19 pandemic on charitable activity and The Hamlet was no exception. Fortunately, over the course of 2020/21, our fundraising activities were extremely successful due to the amount of additional funding available specific to the pandemic. This resulted in a year end surplus of £266,560. Consequently, we began 2021/22 in a much stronger financial position than anticipated.

Our staff continued to respond to the changing and developing needs of families by providing extra support even if they were not able to attend the centres. Staff provided support over the phone, through Zoom sessions, via doorstep visits and, in some cases, within the service user's home.

Having secured additional premises that were fit for purpose, spacious and met our needs (The Square with effect from 30 July 2021) we completed a programme of refurbishment works and received agreement from Norfolk County Council for them to meet the first 12 months rental charges. Operating across three sites meant that we were able to maintain appropriate social distancing and ventilation as well as establishing staff and student 'bubbles' to reduce the likelihood of COVID spreading. We developed a hybrid approach and continued to use video calling as a way of holding meetings and conducting social activities alongside face-to-face work. Funding enabled this work to continue using different technologies.

We continued to be successful with funding applications supported by our contracted professional funders, Felton Fundraising. The funding that we received has enabled us to adapt, look at ways of working and initiate new work streams at a time when we were faced with serious financial shortfalls in our forecasting.

Part of our continuing development has been to innovate in order to address the needs of those young people with disabilities who are not able to access our onsite services. Hamlet at Home gained its CQC registration in November 2021 and we have a manager in post to lead the project, thanks to funding from various trusts and foundations. The plan is that Hamlet at Home will deliver regulated activities in the community. Conversations about this new service with commissioners from both Children's and Adult services have been extremely positive with a great deal of enthusiasm from all parties.

During this second phase of the pandemic, we secured free PPE directly from Public Health along with LFT and PCR testing kits. Deep cleaning was carried out on a regular basis, and we continued to use our fogging machines. All staff and eligible service users opted to receive their two initial doses of the COVID vaccine with boosters following later in the year. As restrictions were relaxed in the wider community, we saw a significant increase in the number of COVID cases amongst our staff and service users despite our rigorous infection control procedures. Cases peaked in December 2021 and January 2022, and we closed our preschool for 24 hours as we were unable to maintain the appropriate staffing ratios. We used this time to complete an additional deep clean and reopened the following day.

Our improved IT infrastructure along with enhanced digital capabilities enabled staff to work flexibly and from home when possible and appropriate. The planned roll out of tablets and an online CRM system (Access to Care) has gone well. Staff are now able to dispense with paper records and record service users' details digitally. Staff and families have easy, instant access to the records of those they care for and compliance with GDPR regulations has been made more straightforward.

With the help of the financial aid we have received over the past twelve months, we have been able to continue our work in supporting families, children, and young adults. Our families have continued to benefit from our support and services and we have developed new ways of working that will continue into the future. By the end of 2021/22 we have been able to create modest additional reserves and have not drawn on our existing reserves. This is particularly important as we emerge into a 'post pandemic' world and its associated challenges. Our long term aim continues to be securing enhanced premises for our Adult Services and funding from the

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Achievements and performance (continued)

Reach Foundation has paid for a space planning exercise and for searches by a land/property agent.

All activities are now (June 2022) back to normal capacity. Staff in specific roles continue to, where appropriate, work from home for part of the week (no more than 40% of their total hours) and this hybrid approach is working well. Online meetings have become part of the new normal and Trustee meetings are currently taking place 50% online and 50% face to face.

HR and Recruitment

Recruitment continues to be very challenging with the number and quality of applicants across all posts reduced. COVID related staff absence was particularly challenging in the winter months.

In August 2021 we recruited a new CEO, Ellie Coulson, to take over from Pauline Morgan who stepped down at the end of November after 10 successful years leading The Hamlet. The transition has been successful with positive feedback from staff and Trustees gathered during her probation period.

A new HR Administrator, Jess Moore, joined us in November 2021 (taking over from Vicky Palmer) and has settled in well. A new Training Coordinator, Natalie Noble, joined us in March 2022 (taking over from Amy Elvin) and is also doing well. Our focus for the year ahead is to fill key posts across the organisation which remain vacant, and we are looking at innovative ways of doing so such as holding recruitment events, using recruitment consultants, and working in partnership with other organisations to publicise careers within the sector. Trustee recruitment remains a priority and we will be advertising via the Voluntary Norfolk website as well as continuing to cultivate individuals within our networks.

Finance and Funding

With continued strong financial management and robust monitoring of spending and reporting, we have again, despite the challenges of COVID, been able to increase our reserves. The deficit for 2021/22 was predicted to be £45k. The monthly management accounts to January 2022 show a surplus to date of £13k. The Charity has performed better than anticipated and it is reasonable to assume that the finance team are prudent in their forecasting.

We expect a budget deficit for the current financial year as we are still having to rent additional premises and UK inflation is currently sitting at 9%. The Board is satisfied that this is a prudent budget and accepts that - given current circumstances - in the year 2022/23 The Hamlet will need to draw on its retained reserves to meet the projected deficit. We have built some modest additional reserves in 2021/22 on the back of another successful year of grant income as follows:

COVID expenses - Community Action Norfolk Contain Outbreak Management Fund; Norfolk County Council Infection Control Fund (Adult Services)

Family Support - The Haremead Trust

The Hamlet at Home - Alan Boswell Group Charitable Trust; Four Acre Trust; Edward Gostling Foundation

Specialist Play Leader (Children's Centre) - BBC Children in Need

Early Years Practitioner - Norfolk Community Foundation

Sensory Equipment and Refurbishment (Children's Centre) - The RC Snelling Charitable Trust; Screwfix Foundation

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TRUSTEES' REPORT (CONTINUED)
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Achievements and performance (continued)

Touch and Tilt TV (Adult's Centre) - Oliver Ford Foundation

Acheeva therapy bed (Adult's Centre) - David Family Foundation; 29th May 1961 Charitable Trust

Hoists (Children's Centre) - Smurfit Kappa

Early Years Sleep Area - Yorkshire Building Society Charitable Foundation

Costs to convert The Square for use by the Adult's Service - The Pennycress Trust; Paul Bassham Trust

Property Searching/Purchase - Reach Fund

Core Costs and redecoration - The National Lottery Community Fund; PAR Charitable Trust; The Innes Family Trust; The Grey Court Trust; The Ellerdale Trust; The Pinching Trust; The Woodmill Trust; The Anne French Memorial Trust; The Moncrieff Charitable Trust; The Laura Stuart Memorial Trust; The Douglas Arter Trust; The Red Sock Charitable Trust; The JC Sondhi Charitable Trust; The Yare Education Trust, Taverham & District Lions; The Oddfellows Trafalgar Branch..

Training

Face to face training has recommenced as COVID restrictions have lifted. Training has been offered and delivered to other organisations and our staff training is now a blend of online and in person as appropriate. We were successful in our tender to become an approved provider for Signalong training for Norfolk County Council and have a contract in place until 2026. Funding was received from the National Lottery in 2019 to deliver disability awareness workshops and Signalong sessions to families free of charge. Due to the pandemic a proportion of this fund remained unspent as 'in person' sessions were not possible. We have now gained agreement to use the remaining monies to provide sleep workshops and Signalong training over the coming months.

b. Fundraising activities and income generation

The Hamlet is always striving to provide the best possible support to those who use our services. To provide a highquality service, we need to secure funds to support the purchase of equipment, building improvements and to fund salary costs of specialist posts. The Hive Family Support, Little Bees and the Adult Out of Hours services are entirely supported by charitable giving.

To meet these aims we do not have a dedicated fundraising team but work closely with our professional fundraising firm which has worked with The Hamlet for 18 years and supports us in our applications for funding alongside our CEO and Senior Managers. Felton Fundraising raised £120k in 2021/22 and a similar level of support is expected for 2022/23. As of 10 June 2022, of the forecast donations of £263k for 2022/23 The Hamlet has already received or had confirmed £105k.

Our central office team supports individual voluntary fundraisers. Our Marketing and Communications Lead left in December 2021 to return to teaching. We are currently recruiting for a full time Marketing, Communications and Fundraising Officer with a view to increasing corporate giving, individual fundraising, and legacies.

There have been no complaints about fundraising activity. All fundraisers, families and others interested in our work are given the option of signing up to our newsletters and information on events and how to opt out of this should they wish to do that. In accordance with our Fundraising Strategy, we have signed up to the Fundraising Regulator's Code of Fundraising Practice. Voluntary fundraisers are given a pack which includes our Fundraising Ethics Policy.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

The Board accepts that, as the country adapts to new ways of living and working, there may be some fluctuation in The Hamlet's financial position over the next few months but is confident that its robust management and governance will maintain stability over the longer term.

b. Reserves policy

The Trustees, having considered the potential risks facing The Hamlet and assessed the future plans, wish to retain reserves sufficient to ensure an orderly withdrawal from operations, meeting contractual obligations and covering redundancy payments. Funds of £315,000 have been designated for this purpose following a detailed review of costs (January 2022). The Charity also has designated funds for Buildings (£40,000), £200,000 for New Premises for Adults Services and £50,000 for The Square (rental property for adult services), further details of which are given in note 16 of the Accounts.

At 31 March 2022, the Charity had free reserves of **£210,562** (2021: £135,962) (unrestricted funds which have not been designated and are not represented by fixed assets). We are mindful of the balance of free reserves we currently hold and will be reducing these in the next financial period, by designating a further £100,000 towards acquiring a new premises for our Adult Services.

c. Principal risks and uncertainties

Although fundraising was at a healthy level during 2021/22, we are mindful of the fact that much of this funding was COVID specific and therefore not available longer term. We must also take into account the increase to National Living and Minimum Wage and National Insurance that comes in April 2022. In addition, the current cost of living crisis with UK inflation sitting at 9% has to be managed.

Continued provision of sessions across two sites for Adult Services is reliant on additional students and will be closely monitored. In the event we are unable to recruit enough staff to deliver the service across two premises, operations could be contracted and moved back to Ella Road. We would have to continue paying rent at The Square, but all other overheads would be reduced.

Utilities prices have been fixed with suppliers. Gas prices are fixed until September 2025 for both Ella Road and Johnson Place. However, electricity prices at these sites are due for renewal in December 2023. Electricity prices for The Square are fixed until March 2024.

A key challenge in the year ahead is the ability to recruit and retain staff. The Hamlet has carried out an analysis of pay in the local sector and, as a result, has agreed a minimum salary uplift of at least 1% for all of its staff. This, combined with a package of benefits, training, and the options of full and part-time working, will ensure the Charity remains a competitive employer in the marketplace. An active recruitment programme has been launched.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

The commissioners of Short Breaks funding at Norfolk County Council are inviting tenders for providers who wish to be included on a new framework beginning on 1 April 2023 and running for 3 years. As an existing provider we have participated in the consultation process and plan to submit our application in autumn 2022. We have identified that our current fees are below market rate, and therefore when we submit our application it will be with a revised (increased) fee structure. Looking ahead to 2023/24 we would anticipate the Short Breaks service being able to cover its costs. The new framework will also include provision for the Hamlet at Home service.

d. Principal funding

The Hamlet has 3 main fundraising sources:

- Norfolk County Council (Personal / Individual budgets, Early Education Grant);
- Norfolk Community Health and Care (Continuing Health Care); and
- Charitable Trusts and Foundations and fundraising.

e. End of year results

The below are the headline results of the Charity for the year:

Total incoming resources: **£1,397,766** (2021: £1,538,488)

Total resources expended: **£1,372,719** (2021: £1,271,928)

Net surplus for the year: **£25,047** (2021: £266,560)

The full results can be found in the Statement of Financial Activities, on page 16.

f. Development Plan

The next year is going to be challenging and we have budgeted accordingly, making savings where we can. Our main targets are to establish the Hamlet at Home service and continuing to explore an improved site for Adult Services. Until such time as a suitable and affordable option is found, we will continue to operate over two sites (Ella Road and The Square). Any potential opportunities for new premises will be fully costed for review by the Board, prior to making any financial commitments.

In September/October the Trustees and CEO will meet to complete the review of our previous five-year strategic plan and to firm up our strategic planning for the coming years. These sessions will be facilitated by an external professional and will involve input from staff from across the organisation, service users and their families.

Structure, governance and management

a. Constitution

The Company is constituted under a Memorandum of Association and is a registered charity number 1000653. The organisation was set up as a charity in 1972 under the name of the Norfolk and Norwich Toy Library. It changed its name to The Hamlet Centre Trust in 1984. It became a company limited by guarantee with charitable status on 5 July 1990. Its Memorandum of Association establishes the objects and powers of the Company and the organisation is governed under its Articles of Association. The Memorandum and Articles of Association were revised in 1993. In the event of the Company being wound up members are required to contribute an amount not exceeding £1.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Structure, governance and management (continued)

b. Methods of appointment or election of Trustees

The management of the Company is the responsibility of the Trustees, who are elected and co-opted under the terms of the Trust deed. The Trustees who served during the year are shown under Legal and Administrative Information on page 1 of the Annual Accounts. The Directors of the Company are the Trustees. Under the requirements of the Memorandum and Articles of Association the three longest standing Trustees, or up to one third of the total number, must resign at each AGM. They are eligible for re-election.

The Hamlet works with children and young people with disabilities and their families. The Trustees seek to ensure that their needs are reflected through the diversity of the Trustee body. To this end, some Trustees come from the families of children or young people with disabilities and their experience assists the aims of the Charity. The more traditional business, professional, educational and social care skills are well represented. In the event of particular skills being lost to the Council, because of the retirement of Trustees, new Trustees are sought from a range of sources.

c. Organisational structure and decision-making policies

The Board of Trustees have six full Board meetings a year as well as holding an annual 'away day' (not possible this last year due to COVID restrictions). There is a standing group for policy review. Task groups meet to work on different aspects of activity as required throughout the year.

Staffing structure: The Charity currently has 86 staff across the different sites. Although higher than in 2021/22, this is still lower than in previous years due to the reduction in casual staff during the pandemic. The day to day operation of the Charity is delegated to the CEO. The CEO is supported by the Operations Manager (Registered Manager) for Adult Services, the Children's Service Senior Manager and the Finance Managers. The workforce consists of contracted staff and casual workers. The teams at the Children and Adults Centres are supported by a small central services team of finance officers, HR administrator and training team.

Volunteers: The Charity has a long history of engaging volunteers to work with both children and adults. Currently there are 10 volunteers, engaged in various activities across the organisation.

d. Policies adopted for the induction and training of Trustees

New Trustees experience a programme of briefings, visits to services and formal presentations, such as on the responsibilities of a Charity Trustee. The website has a Trustee Login with information for new and established Board members. Information can be accessed about the policies in use, staffing, information such as that available from the Charity Commission and other items that are considered to be of interest to the Trustees. All Board meeting papers are published on the login for Trustees to access and an archive is kept of previous meetings.

e. Pay policy for personnel

The pay and remuneration of The Hamlet's personnel are reviewed by the senior management team and Board on an annual basis. Salaries are benchmarked against other charities in the local market and are voted on and approved by the Board along with the annual budget.

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Plans for future periods

The Board has agreed that the centre at Ella Road does not have the capacity, on its own, to continue to be fit for purpose in the long term and is continuing to explore an additional or alternative permanent site for Adult Services. Any potential opportunities for new premises will be fully costed for review by the Board, prior to making any financial commitments. Reserves have been set aside towards the cost of a new site and a loan facility on favourable terms has been secured with Charity Bank. As well as endeavouring to meet the needs of future students as fully as possible, and suitably furthering the objectives of The Hamlet Centre Trust, the Board has been mindful of the importance of living within its means and not incurring onerous capital expense.

Statement of Trustees' responsibilities

The Trustees (who are also the Directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity 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 Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

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

Auditors

The auditors, MA Partners Audit LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

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TRUSTEES' REPORT (CONTINUED)
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Approved by order of the members of the Board of Trustees and signed on their behalf by:



Stuart Marpole

Date: 20 July 2022

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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST

Opinion

We have audited the financial statements of The Hamlet Centre Trust (the 'Charitable Company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Charitable Company's affairs as at 31 March 2022 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 Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST
(CONTINUED)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

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.

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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST
(CONTINUED)

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 Auditors' 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:

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the Charitable Company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charitable Company and considered that the most significant are the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, Charities SORP (FRS 102) and UK taxation legislation.
- We obtained an understanding of how the Charitable Company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST
(CONTINUED)

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

Use of our report

This report is made solely to the Charitable Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the Charitable Company's Trustees those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

MA Partners Audit LLP

MA Partners Audit LLP

Chartered Accountants
Statutory Auditor

7 The Close

Norwich

Norfolk

NR1 4DJ

21 July 2022

MA Partners Audit LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations, grants and legacies	3	244,688	49,816	294,504	435,397
Charitable activities	4	24,580	1,055,612	1,080,192	1,088,490
Income from fundraising	5	-	10,237	10,237	13,377
Investments	6	-	79	79	88
Other income	7	-	12,754	12,754	1,136
Total income		269,268	1,128,498	1,397,766	1,538,488
Expenditure on:					
Raising funds	8	-	9,562	9,562	10,116
Charitable activities	9	309,360	1,053,797	1,363,157	1,261,812
Total expenditure		309,360	1,063,359	1,372,719	1,271,928
Net (expenditure)/income		(40,092)	65,139	25,047	266,560
Transfers between funds	16	(34,524)	34,524	-	-
Net movement in funds		(74,616)	99,663	25,047	266,560
Reconciliation of funds:					
Total funds brought forward		1,035,131	1,180,812	2,215,943	1,949,383
Net movement in funds		(74,616)	99,663	25,047	266,560
Total funds carried forward		960,515	1,280,475	2,240,990	2,215,943

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

The notes on pages 20 to 40 form part of these financial statements.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02518973

BALANCE SHEET
AS AT 31 MARCH 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	13	1,365,448	1,358,435
		1,365,448	1,358,435
Current assets			
Debtors	14	113,992	132,340
Cash at bank and in hand		840,105	771,851
		954,097	904,191
Creditors: amounts falling due within one year	15	(78,555)	(46,683)
Net current assets		875,542	857,508
Total assets less current liabilities		2,240,990	2,215,943
Total net assets		2,240,990	2,215,943
Charity funds			
Restricted funds	16	960,515	1,035,131
Unrestricted funds	16	1,280,475	1,180,812
Total funds		2,240,990	2,215,943

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02518973

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2022

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Stuart Marpole

Date: 20 July 2022

The notes on pages 20 to 40 form part of these financial statements.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	2022 £	2021 £
Cash flows from operating activities		
Net cash used in operating activities	149,271	311,046
Cash flows from investing activities		
Purchase of tangible fixed assets	(84,262)	(22,388)
Sale of tangible fixed assets	3,245	-
Net cash used in investing activities	(81,017)	(22,388)
Change in cash and cash equivalents in the year	68,254	288,658
Cash and cash equivalents at the beginning of the year	771,851	483,193
Cash and cash equivalents at the end of the year	840,105	771,851

The notes on pages 20 to 40 form part of these financial statements

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. General information

The Charity is a company limited by guarantee. The Charity is both incorporated and domiciled in England and Wales. The address of its registered office is The Hamlet Charity Head Office, Johnson Place, Norwich, NR2 1SJ.

The members of the Company are the Trustees and named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. The principal accounting policies are summarised below.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Hamlet Centre Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The Trustees are satisfied that the Charity will have adequate resources to meet its liabilities as they fall due for a period of at least twelve months from the date of approval of the financial statements. The Trustees therefore consider it appropriate to prepare the financial statements on the basis that the Charity will continue as a going concern.

2.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 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.

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives. Depreciation is charged in full in the year of acquisition and no depreciation is charged in the year of disposal.

Depreciation is provided on the following bases:

Freehold property	- 2.5% straight line
Fittings and equipment	- 10 - 20% straight line
Motor vehicles	- 25% reducing balance
Office equipment	- 20% straight line
Computer equipment	- 25% straight line

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.9 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.11 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.12 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.13 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. Income from donations, grants and legacies

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donations	129,152	49,816	178,968	296,042
Grants	115,536	-	115,536	121,840
Government grants	-	-	-	17,515
	<u>244,688</u>	<u>49,816</u>	<u>294,504</u>	<u>435,397</u>
<i>Total 2021</i>	<u>364,831</u>	<u>70,566</u>	<u>435,397</u>	

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

4. Income from charitable activities

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Service level agreements	24,580	-	24,580	24,580
Service provision	-	18,028	18,028	(363)
Personal budgets	-	1,037,584	1,037,584	1,064,273
	<u>24,580</u>	<u>1,055,612</u>	<u>1,080,192</u>	<u>1,088,490</u>
<i>Total 2021</i>	<u>24,580</u>	<u>1,063,910</u>	<u>1,088,490</u>	

5. Income from fundraising

Income from fundraising events

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Fundraising	<u>10,237</u>	<u>10,237</u>	<u>13,377</u>

6. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Bank interest receivable	<u>79</u>	<u>79</u>	<u>88</u>

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

7. Other income

	Unrestricted funds 2022 £	Total funds 2022 £	<i>Total funds 2021 £</i>
Training	11,035	11,035	1,136
Hire of facilities	1,719	1,719	-
	<u>12,754</u>	<u>12,754</u>	<u>1,136</u>

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2022 £	Total funds 2022 £	<i>Total funds 2021 £</i>
Fundraising consultancy	9,402	9,402	9,098

Fundraising trading expenses

	Unrestricted funds 2022 £	Total funds 2022 £	<i>Total funds 2021 £</i>
Fundraising trading expenses	160	160	1,018

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

9. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £	<i>Total funds 2021 £</i>
Charitable activities	923,240	439,917	1,363,157	1,261,812
<i>Total 2021</i>	827,161	434,651	1,261,812	

Analysis of direct costs

	Total funds 2022 £	<i>Total funds 2021 £</i>
Staff costs	832,609	760,154
Depreciation	75,489	59,492
Other direct costs	15,142	7,515
	923,240	827,161

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2022 £	<i>Total funds 2021 £</i>
Staff costs	184,295	191,238
Establishment	129,377	114,330
Administration	104,817	87,775
Legal and professional	9,770	18,671
Technology	5,603	17,897
Other support costs	6,730	4,740
Bad debt write off	810	-
Profit on disposal of tangible fixed assets	(1,485)	-
	439,917	<i>434,651</i>

10. Auditors' remuneration

The auditors' remuneration amounts to an auditor fee of £4,860 (2021 - £4,620), and payroll services of £8,019 (2021 - £8,514).

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

11. Staff costs

	2022	2021
	£	£
Wages and salaries	941,252	880,675
Social security costs	53,078	47,997
Contribution to defined contribution pension schemes	22,574	22,720
	1,016,904	951,392

The average number of persons employed by the Charity during the year was as follows:

	2022	2021
	No.	No.
Direct charitable activities	76	68
Management and administration of the Charity	10	13
	86	81

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration for key management personnel for the year totalled **£180,418** (2021: £153,296).
As at the year end, key management personnel consisted of **5 employees** (2021: 5 employees).

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, no Trustee expenses have been incurred (2021 - £NIL).

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

13. Tangible fixed assets

	Freehold property £	Fittings and equipment £	Motor vehicles £	Office equipment £	Computer equipment £	Total £
Cost or valuation						
At 1 April 2021	1,898,152	39,478	31,999	81,980	42,489	2,094,098
Additions	-	31,678	38,286	14,298	-	84,262
Disposals	-	(685)	(12,000)	-	(711)	(13,396)
At 31 March 2022	1,898,152	70,471	58,285	96,278	41,778	2,164,964
Depreciation						
At 1 April 2021	583,006	11,696	28,775	75,479	36,707	735,663
Charge for the year	47,202	9,841	10,153	5,495	2,798	75,489
On disposals	-	-	(11,102)	-	(534)	(11,636)
At 31 March 2022	630,208	21,537	27,826	80,974	38,971	799,516
Net book value						
At 31 March 2022	1,267,944	48,934	30,459	15,304	2,807	1,365,448
At 31 March 2021	1,315,146	27,782	3,224	6,501	5,782	1,358,435

Included in freehold property is freehold land at cost of **£10,000** (2021 - £10,000) which is not depreciated.

On 30 July 2010 the Charity entered into an agreement with St Raphael Club, Charity number 209103, whereby St Raphael Club agreed to transfer 50% of its legal and equitable interest in the freehold property known as St Raphael Club, Johnson Place, Norwich ("the property") to The Hamlet Centre Trust. Under the agreement, St Raphael Club will transfer the remainder of its interest in the property to The Hamlet Centre Trust on 30 July 2025 or earlier by arrangement. However, by mutual agreement the transfer will now take place during 2022. Due to the condition of the property on the date of transfer, the Trustees considered that it had negligible gross value to the Charity and have therefore not included a value for this gift in kind in the financial statements.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

14. Debtors

	2022 £	2021 £
Due within one year		
Trade debtors	53,857	67,849
Other debtors	3,000	-
Prepayments and accrued income	57,135	64,491
	<u>113,992</u>	<u>132,340</u>

15. Creditors: Amounts falling due within one year

	2022 £	2021 £
Trade creditors	25,071	15,954
Other taxation and social security	10,973	8,747
Accruals and deferred income	42,511	21,982
	<u>78,555</u>	<u>46,683</u>
	2022 £	2021 £
Deferred income at 1 April 2021	982	95
Resources deferred during the year	22,202	982
Amounts released from previous periods	(982)	(95)
	<u>22,202</u>	<u>982</u>

Included in deferred income is £14,000 relating to a commitment to pay rent to December 2022 and £4,503 relating to a grant covering the post year end period to August 2022.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

16. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Unrestricted funds					
Designated funds					
Contractual obligations	315,000	-	-	-	315,000
Buildings	40,000	-	-	-	40,000
New Building	200,000	-	-	-	200,000
The Square	50,000	-	-	-	50,000
	<u>605,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>605,000</u>
General funds					
Reserves	<u>575,812</u>	<u>1,128,498</u>	<u>(1,063,359)</u>	<u>34,524</u>	<u>675,475</u>
Total Unrestricted funds	<u>1,180,812</u>	<u>1,128,498</u>	<u>(1,063,359)</u>	<u>34,524</u>	<u>1,280,475</u>

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

16. Statement of funds (continued)

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Restricted funds					
Conversion (Johnson Place)	739,335	-	(23,489)	-	715,846
Sensory room (Johnson Place)	160,397	7,471	(8,429)	-	159,439
Externally funded salaries - Children's Services	23,800	23,062	(41,552)	-	5,310
Educational Grant	-	92,873	(92,873)	-	-
Minibus fundraiser	38,286	-	(9,572)	-	28,714
New Adult Services centre	24	-	-	(24)	-
National Lottery training bursary	7,010	-	(3,838)	-	3,172
Johnson Place Dad's Wellbeing group	2,034	-	(2,034)	-	-
COVID Lottery Fund	859	-	-	(859)	-
NCC Infection Control	6,072	36,406	(34,872)	(7,606)	-
Property rent	19,965	-	(19,965)	-	-
Julia & Hans Rausing Trust	11,367	-	(3,087)	(8,280)	-
Garfield Weston	15,982	-	(12,028)	(3,954)	-
Norfolk CCGs	-	24,580	(24,580)	-	-
Hamlet at Home	10,000	32,000	(23,893)	-	18,107
Capital purchases	-	21,901	-	(13,801)	8,100
Reach Fund	-	14,395	(2,820)	-	11,575
Redecoration	-	10,000	-	-	10,000
COMF Infection Control	-	5,080	(5,080)	-	-
Sleep Area	-	1,500	(1,248)	-	252
	1,035,131	269,268	(309,360)	(34,524)	960,515
Total of funds	2,215,943	1,397,766	(1,372,719)	-	2,240,990

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

16. Statement of funds (continued)

Designated funds

The Charity has the following designated funds:

Contractual obligations - these funds are to carry out contractual obligations to staff and other parties in the event of the Charity ceasing to be able to continue as a viable organisation.

Buildings - these funds have been set aside for emergency and essential property repairs and expenditure that is outside the scope of the ordinary budget for such expenditure.

New Building - these funds are for the costs associated with the purchase of a new premises.

The Square - these funds are for the costs associated with a rental property for adult services.

Restricted funds

The restricted funds are for the following purposes:

Conversion Johnson Place - this represents funding received to go towards capital building costs for the Children's Services development. The resources expended in the year represent the depreciation charge on assets purchased and capitalised from the funds received.

Sensory Room Johnson Place - this represents funding received toward the cost of adaptations and sensory equipment at the Children's Service at Johnson Place. We received donations during the year to replace some of the old equipment. The resources expended in the year represent the depreciation charge on assets purchased and capitalised from the funds received.

Externally funded salaries - Children's Services - this represents funding received towards specialist salaries as part of the appeal process.

Educational grant - this represents a grant from Norfolk County Council for Early Education for the provision of early education for 3 and 4 year olds, disadvantaged 2 year olds and children with special educational needs.

Minibus fundraiser - the minibus fund represents monies raised for a new minibus for Adult Services. The resources expended in the year represent the depreciation charge on the minibus purchased and capitalised from the funds received.

New Adult Services centre - this fund has been set up for monies donated towards a new centre for Adults Services.

National Lottery training bursary - this fund has been set up to provide training for parents and carers of children and adults who access The Hamlet. It has been used this year to provide free places to parents on Signalong courses.

Johnson Place Dad's Wellbeing group - this fund supports the work of Parenting Practitioners aimed specifically at fathers, and has been used to provide specialist training for staff to work with fathers and also a series of workshop events and other activities involving fathers.

COVID Lottery Fund - this fund has been set up for funding towards the purchase of PPE and other associated costs of COVID 19 on the work of the Charity.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

16. Statement of funds (continued)

NCC Infection Control - this fund was set up to support staff costs incurred by COVID 19 and adaptations to premises to enable infection control and social distancing, including rent for additional premises and equipment within Adult Services.

Property rent - this fund was set up to enable the Charity to secure additional premises during the pandemic.

Julia & Hans Rausing Trust - this fund was set up to support losses in revenue incurred by COVID including the rent for additional premises, the salary costs of the Behaviour and Communication Specialist and IT improvement costs incurred during the pandemic.

Garfield Weston - this fund was set up for core costs impacted by the pandemic.

Norfolk CCGs - provided funding towards the cost of the Senior Manager at the Children's Services.

The Hamlet at Home - this fund was merged with the Childwick Trust (where funds were received in the prior year for running Hamlet at Home) and was set up for running Hamlet at Home and to cover costs associated with setting up the service.

Capital purchases - this fund relates to the purchase of several capital items during the year, including an Acheeva bed, Tilt and Multi Touch TV and Fire Safety doors. Funding for new hoists has also been received, and they will be installed shortly.

Reach Fund - this fund is being used to assess property needs and find potential sites for Adult Services.

Redecoration – this fund will be used for the redecoration of both the Adult and Children's Centres.

COMF Infection Control - this fund has been used to support staff costs incurred because of COVID and adaptations to assist infection control, including equipment and cleaning materials.

Sleep Area - this fund represents monies received to create a sleep area within the Early Years setting.

Transfers have been made to unrestricted funds where the restrictions on funds have been fully satisfied.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

16. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2021 £</i>
Unrestricted funds					
Designated funds					
Contractual obligations	300,000	-	-	15,000	315,000
Buildings	40,000	-	-	-	40,000
Development and strategy	5,568	-	-	(5,568)	-
New Building	-	-	-	200,000	200,000
The Square	-	-	-	50,000	50,000
	<u>345,568</u>	<u>-</u>	<u>-</u>	<u>259,432</u>	<u>605,000</u>
General funds					
Reserves	<u>617,116</u>	<u>1,149,077</u>	<u>(924,621)</u>	<u>(265,760)</u>	<u>575,812</u>
Total Unrestricted funds	<u>962,684</u>	<u>1,149,077</u>	<u>(924,621)</u>	<u>(6,328)</u>	<u>1,180,812</u>

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

16. Statement of funds (continued)

	<i>Balance at 1 April 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2021 £</i>
Restricted funds					
Conversion (Johnson Place)	762,824	-	(23,489)	-	739,335
Sensory room (Johnson Place)	166,292	-	(5,895)	-	160,397
Externally funded salaries - Children's Services	11,829	44,175	(32,204)	-	23,800
Externally funded salaries - Adult's Services	-	2,000	(2,000)	-	-
Educational Grant	-	97,666	(97,666)	-	-
Norfolk CCGs	-	24,580	(24,580)	-	-
IT grants	3,000	-	(3,000)	-	-
Minibus fundraiser	31,958	-	-	6,328	38,286
New Adult Services Centre	24	-	-	-	24
National lottery training bursary	7,010	-	-	-	7,010
Johnson Place Dad's Wellbeing group	3,762	-	(1,728)	-	2,034
COVID Response Fund	-	1,000	(1,000)	-	-
PPE Fund	-	10,000	(10,000)	-	-
COVID Lottery Fund	-	10,000	(9,141)	-	859
NCC Infection Control	-	28,234	(22,162)	-	6,072
Property rent	-	32,965	(13,000)	-	19,965
CAF Resilience	-	15,485	(15,485)	-	-
Julia & Hans Rausing Trust	-	88,306	(76,939)	-	11,367
Garfield Weston	-	25,000	(9,018)	-	15,982
Childwick Trust	-	10,000	-	-	10,000
	<u>986,699</u>	<u>389,411</u>	<u>(347,307)</u>	<u>6,328</u>	<u>1,035,131</u>
Total of funds	<u><u>1,949,383</u></u>	<u><u>1,538,488</u></u>	<u><u>(1,271,928)</u></u>	<u><u>-</u></u>	<u><u>2,215,943</u></u>

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

17. Summary of funds

Summary of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Designated funds	605,000	-	-	-	605,000
General funds	575,812	1,128,498	(1,063,359)	34,524	675,475
Restricted funds	1,035,131	269,268	(309,360)	(34,524)	960,515
	<u>2,215,943</u>	<u>1,397,766</u>	<u>(1,372,719)</u>	<u>-</u>	<u>2,240,990</u>

Summary of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Designated funds	345,568	-	-	259,432	605,000
General funds	617,116	1,149,077	(924,621)	(265,760)	575,812
Restricted funds	986,699	389,411	(347,307)	6,328	1,035,131
	<u>1,949,383</u>	<u>1,538,488</u>	<u>(1,271,928)</u>	<u>-</u>	<u>2,215,943</u>

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	900,535	464,913	1,365,448
Current assets	64,483	889,614	954,097
Creditors due within one year	(4,503)	(74,052)	(78,555)
Total	960,515	1,280,475	2,240,990

Analysis of net assets between funds - prior year

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	918,585	439,850	1,358,435
Current assets	116,546	787,645	904,191
Creditors due within one year	-	(46,683)	(46,683)
Total	1,035,131	1,180,812	2,215,943

19. Reconciliation of net movement in funds to net cash flow from operating activities

	2022 £	2021 £
Net income for the year (as per Statement of Financial Activities)	25,047	266,560
Adjustments for:		
Depreciation charges	75,489	59,492
Loss/(profit) on the sale of fixed assets	(1,485)	-
Decrease/(increase) in debtors	18,348	(22,268)
Increase in creditors	31,872	7,262
Net cash provided by operating activities	149,271	311,046

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

20. Analysis of cash and cash equivalents

	2022 £	2021 £
Cash in hand	840,105	771,851
Total cash and cash equivalents	840,105	771,851

21. Analysis of Net Debt

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	771,851	68,254	840,105
	771,851	68,254	840,105

22. Capital commitments

	2022 £	2021 £
Contracted for but not provided in these financial statements		
Acquisition of tangible fixed assets	-	21,623

23. Pension commitments

The Charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pensions cost charge represents contributions payable by the Charity to the fund and amounted to **£22,574** (2021: £22,720).

THE HAMLET CENTRE TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

24. Operating lease commitments

At 31 March 2022 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022 £
Not later than 1 year	22,298
Later than 1 year and not later than 5 years	74,511
Later than 5 years	-
	96,809

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

	2022 £
Operating lease rentals	15,154

25. Related party transactions

The Charity has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the Charity at 31 March 2022.

26. Controlling party

There is no controlling party.

Accounts

Registered number: 02518973
Charity number: 1000653

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

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THE HAMLET CENTRE TRUST
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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2021

Trustees

Caron Betts
Susan Coombe, Vice Chair
Hester Coutanche
Nicholas Hancox (resigned 8 May 2020)
Alexandra Lynch (appointed 19 May 2021)
Stuart Marpole, Chair
Jonathan Nelson (appointed 19 May 2021)
Gary Pearce (resigned 4 November 2020)
Stephen Riley-Elliott
Ann Way

Company registered number

02518973

Charity registered number

1000653

Registered office

The Hamlet Head Office, Johnson Place, Norwich, Norfolk, NR2 1SJ

Company secretary

Pauline Morgan

Chief executive

Pauline Morgan

Independent auditors

MA Partners Audit LLP, 7 The Close, Norwich, Norfolk, NR1 4DJ

Bankers

CAF Bank Limited, PO Box 289, West Malling, Kent, ME19 4TA

Lloyds TSB Bank plc, 16 Gentleman's Walk, Norwich, Norfolk, NR2 1LZ

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

The trustees present their annual report together with the audited financial statements of the charity for the year 1 April 2020 to 31 March 2021. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Trustees

The Trustees who have served during the year are shown on page 1. Two trustees resigned during the year. Nicholas Hancox resigned as trustee and chair in May 2020 and Gary Pearce resigned as trustee in November 2020. We welcomed new trustees Alexandra Lynch and Jonathan Nelson in May 2021.

At the board meeting on 23 September 2020, Stuart Marpole (Acting Chair) was appointed as Chair and Susan Coombe was appointed as Vice Chair.

Objectives and activities

a. Objects

The objectives of The Hamlet Centre Trust as set out in our Memorandum and Articles of Association (amended May 1993) are: (i) the relief of persons with special needs; and, (ii) the advancement of education of children and young persons with special needs within the areas of Norwich and Norfolk.

b. Strategies for achieving objectives

The objectives have been met by providing the following services:

- The Hive and Little Bees Support for Families and Children under 5 with disabilities and complex health needs
- Short Breaks for children with disabilities from 5 – 17 years inclusive
- City Breaks for children from 15 years of age.
- Early Explorers Pre-school for children from 2 years with and without disabilities
- Day Services for young adults from 18 to 29 years of age
- Out of Hours Club in the evenings and at weekends for people from 16 years of age with a disability
- Saturday Club for people from 16 years of age with disabilities

c. Public benefit

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aim and objectives and in planning our future activities. Within the report there is detailed information on the services provided and the benefits to those who use them.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Objectives and activities (continued)

d. Risk management

The strategic risk register is reviewed yearly and is a standing agenda item at each full board meeting. An opportunity is given to adjust the register following the meeting. Policies and procedures are in place to ensure compliance with health and safety of staff, volunteers, service users and visitors at all our centres. Policies are reviewed by either the staff team or by trustees and staff dependant on the nature of the policy. Those required by Ofsted and the CQC are reviewed by the Senior Management Team. Trustees are involved in reviewing those that concern governance and charity matters. Policies are available either on our website or on request to our Head Office. The Senior Management Team regularly reviews all the major risks to which the charity is or may be exposed.

e. Activities undertaken to achieve objectives

The strategic direction to meet these objectives includes the following:

- To promote inclusion and integration
- To maximise the use of The Hamlet at the two sites
- To increase the provision of services over the week to meet the needs of the people we support
- To increase options and choices for those who use our services
- To become more financially sustainable
- Through supporting transition services, to provide a seamless move from Children's to Adult Services and beyond
- To provide support for families and carers
- To explore opportunities for working with other groups and agencies.

f. The Hamlet Charter

Our belief is that everyone at The Hamlet....

- Should be happy and safe;
- Is unique valued and respected;
- Can explore choice and opportunities;
- Is encouraged to unlock their potential;
- Can communicate in their own way; and
- Be part of the wider community.

THE HAMLET CENTRE TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Achievements and performance

a. Review of activities

A challenge faced by all charities in 2020/21 was the impact of the COVID-19 ("Covid") pandemic on charitable activity and The Hamlet was no exception.

At the start of the financial year, it became apparent that we would be facing considerable financial shortfalls if we were to continue with our planned budget. In addition, the needs of the families were changing and Covid restrictions began to place huge challenges on our offer.

The budget was changed and adapted to reflect the situation. Cost cutting was instigated to ensure that we made the most of our resources. The costs included moving our Head Office from our rented premises to the Children's Service building, reducing non-essential costs of resources as much as possible and reducing all staff hours by an hour as temporary measure. The local authority reverted to a block payment rather than payment on actual attendance which gave us a guaranteed income.

The staff teams have had to respond to the changing and developing needs of families to provide extra support even if they were not able to attend the centres. The staff were quick to adapt to providing support over the phone, through Zoom sessions and, as time progressed, doorstep visits. Activity packs for both children and adults were provided with funding from Covid Support Funds. Our family support practitioners worked with other staff to ensure a high level of support for families continued to be offered. Staff and volunteers alike embraced Zoom as a way of holding meetings and social activities. Funding enabled this work to continue using different technologies. We also realised that development of a Hamlet at Home service with Care Quality Commission registration was a high priority alongside our established parent support work.

Accessing funding to support our Covid response was essential, and we were successful in several funding applications supported by our fundraising consultant, Felton Fundraising. The funding that we received has enabled us to adapt, look at ways of working and initiate new work streams at a time when we were faced with serious financial shortfalls in our forecasting. The reality has been that we are in a strong position to continue our work and reach more families to support in the months and years ahead.

We had to find additional premises to allow us to work with the same number of young people, despite the restrictions of Covid and social distancing. Additional premises that were fit for purpose, spacious and met our needs were found and secured for the duration and we continue to use them. Initially we had funding from Norwich Consolidated Charities and then the Julia and Hans Rausing as well as support from the local authority to support this.

Our salary costs for our Communication and Behaviour Development Lead were fully met by the Julia and Hans Rausing Fund, enabling this important area of work to continue, vital at a time when individual needs of very complex young people with learning disabilities were huge. Young people had to be supported to understand the changes, adapt to new surroundings and a new and strange environment.

Part of our development has been to address the needs of those young people with disabilities no longer able to access our day centres. While previously this has not been something we have done, we realised that we needed to move into a home-based service for the present time and for the future. In doing this we have been able to appoint a manager to lead the project with funding from various trusts and foundations. We are in the process of gaining our CQC registration to deliver regulated activities in the community, a process that has taken longer than we expected. With this in place we will be able to face times when for whatever reason a service can be delivered in the home, reducing isolation. Gaining this registration is a priority for the next 12 months.

For the first 9 months of the pandemic, we were faced with large costs associated with purchasing PPE needed to carry out our work and we were able to meet these. Deep cleaning was carried out on regular basis and fogging machines were bought to enable us to do this ourselves, now and in the future. The cost of additional

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Achievements and performance (continued)

hand sanitisers and other equipment to maintain the high standards of infection control was met with various funds detailed below. To date we have had no cases of Covid in our children or young people and only a few members of staff have been unwell. This is testament to the rigorous infection control procedures put in place and maintained because of the funding.

Going digital, improving our IT infrastructure, and updating to enable staff to work flexibly and from home was also possible. We have purchased tablets and a care app to record and take the place of paper-based records. Families will also be able to access this and see what their child or young adult has done whilst at the Hamlet. Staff will save time having instant access to the records of those they care for and more time to spend face to face with service users. This has been a huge investment for us and would not have been possible without the funding from the Julia and Hans Rausing Trust. We are also very pleased to be able to implement the Me Font that was developed by Mencap for people with disabilities and is an accessible font suitable for everyone. This has been possible through funding from the David Family Foundation. Social Media has been an important part of our communication with families, and we have seen a huge growth in all aspects of this area.

With the help of the financial aid we have received over the past twelve months, we have been able to continue our work in supporting families, children and young adults without incurring the deficit on our finances expected in July 2020. Our families have continued to benefit from the support and services in most instances, and in others we have offered a new digital service and increased family support. We have developed new ways of working that will continue into the future. We have been able to create some additional reserves to support us over the next 12 months. Our long-term aim continues to be a new centre for all the adult day services. However, the benefit of working in two centres has had unexpected results and better service provision for the adults so, in the interim, we will be renting an additional space to continue the delivery of the adult service from two sites. Towards the end of 2020 we were exploring acquiring a new property in a mixed motive investment arrangement with Norwich Consolidated Charities and a possible property was found. At this time the board of trustees decided that it would be more advantageous to the charity, and financially possible, if we were to buy this rather than entering into a joint arrangement. Unfortunately planning for change of use was not granted and therefore the search continues. The learning from this experience has been very helpful for the future. One outcome has been the securing of funding from the Reach Foundation to pay for professional help to source and secure a property.

All activities are now (June 2021) back to a more normal capacity and we are looking forward to the autumn when hopefully most, if not all restrictions will be gone, and we can return to offering the face to face care we do best.

Office based staff who can are working well from home and some element of this will return in the future. Zoom meetings have become part of the new normal and trustee meetings have moved to this format with good effect. This arrangement will continue into the foreseeable future while restrictions remain in place.

HR and Recruitment

Recruitment has been very challenging over the past year with the restrictions on staff working in more than one setting in particular impacting on us. The first lockdown meant a delay in starting staff who had been recruited, particularly bank support and play workers. This is now starting to improve as we move out of lockdown.

As part of our ongoing IT development, we now have an IT co-ordinator working part time to support all staff and volunteers to access our computer systems and carry out day to day problem solving.

Our adult services have had a small restructure due to operating over two sites and with the development of The Hamlet at Home. Lorraine Ewing, our Senior Manager Adult Services has been promoted to the new post of Operations Manager (Registered Manager) Adult Services. Bev Todd and Sarah Forest are now Service Managers for the Adult Service with Leads supporting them. After 'acting up' for 7 months, Jayne Buckingham

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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Achievements and performance (continued)

was appointed as the Senior Manager for Children's Services.

Finance and Funding

With continued strong financial management and robust monitoring of spending and reporting, we have again, despite the challenges of Covid, been able to increase our reserves. This has been helped by the reduction in staffing costs with a smaller offer of activities and with the measures put in place to reduce our costs. At all times we have been aware of the fragile nature of the current situation and prudent spending has been adhered to by everyone.

We were working with a potential £170,694 operational deficit due to Covid for the year ending 31/03/2021 which we were able to cover through additional income from grant making trusts and foundations. This largely related to the costs of PPE and renting larger premises to safely social distance and protect those that we work with that have complex health needs and are at high risk. We have also experienced additional expenditure in implementing new forms of service delivery and suffered losses due to a reduction in general donations, events income, and personal budgets.

We expect the situation to be much the same for the current financial year as, whilst we are now able to obtain PPE at no cost through our local authority, we are still having to rent additional premises and fundraising income is expected to be impacted again by the pandemic. We have built some reserves on the back of a successful year of grant income as follows:

Covid losses and expenses (including family support) – Red Socks Charitable Trust; The Strangward Trust; The PAR Charitable Trust; Nigel Bertram Charitable Trust; The Alchemy Foundation; The Souter Charitable Trust; Garfield Weston Foundation; Lady Hind Trust; Steven Bloch Image of Disability Charitable Trust; Anne French Memorial Trust; Julia and Hans Rausing Trust; Norwich Consolidated Charities; Norfolk Community Foundation.

Family Support specific - Cadent Foundation; Awards for All; Norfolk Community Foundation; Grey Court Charitable Trust.

The Hamlet at Home - Julia and Hans Rausing; Charities Aid Foundation; The Childwick Trust.

Specialist Play Leader (Children's Centre) - BBC Children in Need.

Sensory Equipment and Refurbishment (Children's Centre) - The RC Snelling Charitable Trust.

Communication and Behaviour Support Worker (Adult Centre) - Julia and Hans Rausing Trust.

Core Costs and redecoration - The Pinching Family Trust; PAR Charitable Trust; Ellerdale Trust; Strangward Trust; Red Socks Charitable Trust; Nigel Bertram Charitable Trust; Alchemy Foundation; Souter Charitable Trust; Garfield Weston; Mickleham Charitable Trust; Lady Hind Trust; Steven Bloch Image of Disability Charitable Trust; Grey Court Charitable Trust.

Training

Covid restrictions have impacted heavily on our training programmes. Virtually no training has been offered to other organisation and most our staff training has been focused on delivering virtually. Our long-awaited training for families and specific training for fathers has just been launched (June 2021).

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Achievements and performance (continued)

b. Fundraising activities and income generation

The Hamlet is always striving to provide the best possible support to the people who use our services. To provide a high-quality service, we need to secure funds to support the purchase of equipment, building improvements and to fund salary costs of specialist posts. The Hive Family Support and Little Bees activities are entirely supported by charitable giving.

To meet these aims we do not have a dedicated fundraising team but work closely with our fundraising consultant who has worked with The Hamlet for 18 years and supports us in our applications for funding alongside our CEO and Senior Managers. Our central office team supports individual voluntary fundraisers, and our Marketing and Communications Lead develops relationships with local businesses and other interested parties in the community.

There have been no complaints about fundraising activity. All fundraisers, families and others interested in our work are given the option of signing up to our newsletters and information on events and how to opt out of this should they wish to do that. In accordance with our Fundraising Strategy, we have signed up to the Fundraising Regulator's Code of Fundraising Practice. Voluntary fundraisers are given a pack which includes our Fundraising Ethics Policy.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Financial review

a. Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the 'Going Concern' basis in preparing the financial statements. Further details regarding the adoption of the 'Going Concern' basis can be found in the Accounting Policies.

b. Reserves policy

The Trustees, having considered the potential risks facing The Hamlet and assessed the future plans, wish to retain reserves sufficient to ensure an orderly withdrawal from operations, meeting contractual obligations and covering redundancy payments. Funds of £315,000 have been designated for this purpose following a detailed review of costs (January 2021). The charity also has designated funds for Buildings (£40,000), £200,000 for New Premises for Adults Services and £50,000 for The Square (rental property for adult services), further details of which are given in note 16 of the Accounts.

At 31 March 2021, the charity had free reserves of **£135,962** (2020: £150,693) (unrestricted funds which have not been designated and are not represented by fixed assets).

c. Principal funding

The Hamlet has 3 main fundraising sources: Norfolk County Council (Personal / Individual budgets, Early Education Grant); Norfolk Community Health and Care (Continuing Health Care); Charitable Trusts and Foundations and fundraising.

d. End of year results

The below are the headline results of the charity for the year:

Total incoming resources: **£1,538,488** (2020: £1,413,169)

Total resources expended: **£1,271,928** (2020: £1,375,476)

Net surplus for the year: **£266,560** (2020: £37,693)

The full results can be found in the Statement of Financial Activities, on page 16.

e. Development Plan

The next year is going to be challenging and we have budgeted accordingly making savings where we can and building on the work we have started over the last year. Our main concerns are to establish the Hamlet at Home and finding a suitable premise to enable us to move the Adult Service into a better, more sustainable building for the future. Meanwhile we are in the process of securing a property to rent in the city centre. This will enable us to continue to offer a service to all our young people and accommodate a small increase in number.

THE HAMLET CENTRE TRUST
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Structure, governance and management

a. Constitution

The company is constituted under a Memorandum of Association and is a registered charity number 1000653. The organisation was set up as a charity in 1972 under the name of the Norfolk and Norwich Toy Library. It changed its name to The Hamlet Centre Trust in 1984. It became a company limited by guarantee with charitable status, incorporated on 5 July 1990. Its Memorandum of Association establishes the objects and powers of the Company and the organisation is governed under its Articles of Association. The Memorandum and Articles of Association were revised in 1993. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

b. Methods of appointment or election of Trustees

The management of the company is the responsibility of the trustees, who are elected and co-opted under the terms of the Trust deed. The trustees who served during the year are shown under Legal and Administrative Information on page 1 of the Annual Accounts. The Directors of the company are the trustees. Under the requirements of the Memorandum and Articles of Association the three longest standing trustees, or up to one third of the total number, must resign at each AGM. They are eligible for re-election.

The Hamlet works with children and young people with disabilities and their families. The trustees seek to ensure that their needs are reflected through the diversity of the trustee body. To this end, some trustees come from the families of children or young people with disabilities and their experience assists the aims of the charity. The more traditional business, professional, educational and social care skills are well represented. In the event of particular skills being lost to the Council, because of the retirement of trustees, new trustees are sought from a range of sources.

c. Organisational structure and decision-making policies

The board of trustees have six full board meetings a year as well as holding an annual 'away day' (not possible this last year due to Covid restrictions). There is a standing group for policy review. Task groups meet to work on different aspects of activity as required throughout the year.

Staffing structure: The charity currently has 81 staff across the different sites. This is lower than in previous years due to the reduction in casual staff during the pandemic. The day-to-day operation of the charity is delegated to the Chief Executive. The Chief Executive is supported by the Operations Manager (Registered Manager) for Adult Services and the Children's Service Senior Manager. The teams consist of contracted staff and casual workers; over 50 staff are casual workers. The teams at the Children and Adults Centres are supported by the Finance Managers, HR administrator and training team based in the Head Office.

Volunteers: The charity has a long history of engaging volunteers to work with both children and adults. Currently there are up to 40 volunteers, engaged in various activities across the organisation.

d. Policies adopted for the induction and training of Trustees

New trustees experience a programme of briefings, visits to services and formal presentations, such as on the responsibilities of a charity trustee. The website has a trustee Login with information for new and established board members. Information can be accessed about the policies in use, staffing, information such as that available from the charity commission and other items that are considered to be of interest to the trustees. All board meeting papers are published on the login for trustees to access and an archive is kept of previous meetings.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Plans for future periods

The Board agreed last year that the centre at Ella Road does not have the capacity to continue to be fit for purpose in the long term. The building has been adapted as much as it can be, given the constraints of the structure, and cannot be expanded or adapted further to meet the needs of Adult Service students with complex health conditions or those with behaviour that can challenge. The site also lacks sufficient outdoor space for students and adequate car parking space for students and staff alike.

It has, therefore, been decided in principle to actively seek a replacement (or possibly an additional) site. Initial consideration has been given to a range of options, including: purchasing a new site and building new premises; and purchasing or renting existing premises, which may or may not need adapting.

As well as endeavouring to meet the needs of future students as fully as possible, and suitably furthering the objectives of The Hamlet Centre Trust, the Board has been mindful of the importance of living within its means and not incurring onerous capital expense.

As has been noted in the Reserves Policy section, we have been able to create a new adult premises fund and allow funds to support our rental property, The Square.

Statement of Trustees' responsibilities

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

Company law requires the trustees to prepare financial statements for each financial . 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 charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Disclosure of information to auditors

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

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

Auditors

MA Partners Audit LLP, are the appointed auditors and shall be deemed to be reappointed under section 487(2) of the Companies Act 2006.

Approved by order of the members of the board of trustees and signed on their behalf by:


.....
Stuart Marpole

Date: 21 July 2021

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST

Opinion

We have audited the financial statements of The Hamlet Centre Trust (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, 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 Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST
(CONTINUED)

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

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.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST
(CONTINUED)

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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 Auditors' 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.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, International Financial Reporting Standards as adopted by the EU, and UK taxation legislation.
- We obtained an understanding of how the company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST
(CONTINUED)

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



MA Partners Audit LLP

Chartered Accountants and Statutory Auditor
7 The Close
Norwich
Norfolk
NR1 4DJ

Date: 27 July 2021

MA Partners Audit LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021**

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:					
Donations, grants and legacies	3	70,566	364,831	435,397	245,454
Charitable activities	4	1,063,910	24,580	1,088,490	1,147,075
Fundraising	5	13,377	-	13,377	6,389
Investments	6	88	-	88	251
Other income	7	1,136	-	1,136	14,000
Total income		1,149,077	389,411	1,538,488	1,413,169
Expenditure on:					
Raising funds	8	10,116	-	10,116	12,559
Charitable activities	9	914,505	347,307	1,261,812	1,362,917
Total expenditure		924,621	347,307	1,271,928	1,375,476
Net income		224,456	42,104	266,560	37,693
Transfers between funds	16	(6,328)	6,328	-	-
Net movement in funds		218,128	48,432	266,560	37,693
Reconciliation of funds:					
Total funds brought forward		962,684	986,699	1,949,383	1,911,690
Net movement in funds		218,128	48,432	266,560	37,693
Total funds carried forward		1,180,812	1,035,131	2,215,943	1,949,383

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

The notes on pages 20 to 39 form part of these financial statements.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02518973

BALANCE SHEET
AS AT 31 MARCH 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	13	1,358,435	1,395,539
		<u>1,358,435</u>	<u>1,395,539</u>
Current assets			
Debtors	14	132,340	110,072
Cash at bank and in hand		771,851	483,193
		<u>904,191</u>	<u>593,265</u>
Creditors: amounts falling due within one year	15	(46,683)	(39,421)
Net current assets		<u>857,508</u>	<u>553,844</u>
Total assets less current liabilities		<u>2,215,943</u>	<u>1,949,383</u>
Total net assets		<u><u>2,215,943</u></u>	<u><u>1,949,383</u></u>
Charity funds			
Restricted funds	16	1,035,131	986,699
Unrestricted funds	16	1,180,812	962,684
Total funds		<u><u>2,215,943</u></u>	<u><u>1,949,383</u></u>

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02518973

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2021

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

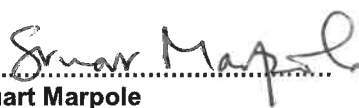
The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:


.....
Stuart Marpole

Date: 21 July 2021

The notes on pages 20 to 39 form part of these financial statements.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

		2021 £	2020 £
Cash flows from operating activities	Note		
Net cash used in operating activities	18	311,046	89,646
Cash flows from investing activities			
Purchase of tangible fixed assets		(22,388)	(4,502)
Net cash used in investing activities		(22,388)	(4,502)
Change in cash and cash equivalents in the year		288,658	85,144
Cash and cash equivalents at the beginning of the year		483,193	398,049
Cash and cash equivalents at the end of the year		771,851	483,193

The notes on pages 20 to 39 form part of these financial statements

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1. General information

The charity is a company limited by guarantee. The members of the company are the trustees and named on page 1. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The principal accounting policies are summarised below.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements 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 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Hamlet Centre Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The trustees have considered the operational and financial impact of the COVID-19 pandemic and are satisfied that the charity will have adequate resources to meet its liabilities as they fall due for a period of at least twelve months from the date of approval of the financial statements. The trustees therefore consider it appropriate to prepare the financial statements on the basis that the charity will continue as a going concern.

2.3 Income

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

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 on raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 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.

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold property	- 2.5% straight line
Plant and machinery	- 10% - 20% straight line
Motor vehicles	- 25% reducing balance
Office equipment	- 20% straight line
Computer equipment	- 25% straight line

2.8 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

2. Accounting policies (continued)

2.9 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.10 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.11 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.12 Pensions

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

2.13 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

3. Income from donations, grants and legacies

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	53,051	242,991	296,042	127,333
Grants	-	121,840	121,840	118,121
Government grants	17,515	-	17,515	-
Total 2021	<u>70,566</u>	<u>364,831</u>	<u>435,397</u>	<u>245,454</u>
<i>Total 2020</i>	<u>67,087</u>	<u>178,367</u>	<u>245,454</u>	

Government grants have been received in the form of the Coronavirus Job Retention Scheme. There are no unfulfilled conditions or contingencies attached to these grants.

4. Income from charitable activities

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Service level agreements	-	24,580	24,580	24,260
Service provision	(363)	-	(363)	37,964
Personal budgets	1,064,273	-	1,064,273	1,084,851
Total 2021	<u>1,063,910</u>	<u>24,580</u>	<u>1,088,490</u>	<u>1,147,075</u>
<i>Total 2020</i>	<u>1,122,815</u>	<u>24,260</u>	<u>1,147,075</u>	

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

5. Income from fundraising

Income from fundraising events

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Fundraising	13,377	-	13,377	6,389
<i>Total 2020</i>	5,300	1,089	6,389	

6. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Bank interest receivable	88	88	251

7. Other income

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Hire of premises	-	-	479
Training	1,136	1,136	13,521
	1,136	1,136	14,000

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Fundraising consultancy	9,098	9,098	9,199

Fundraising trading expenses

	Unrestricted funds 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Fundraising trading expenses	1,018	1,018	3,360

	2021 £	<i>2020 £</i>
Total expenditure on raising funds	10,116	12,559
	10,116	12,559

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

9. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Charitable activities	827,161	434,651	1,261,812	1,362,917
<i>Total 2020</i>	990,980	371,937	1,362,917	

Analysis of direct costs

	Total funds 2021 £	<i>Total funds 2020 £</i>
Staff costs	760,154	900,502
Depreciation	59,492	59,258
Other direct costs	7,515	31,220
	827,161	990,980

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2021 £	<i>Total funds 2020 £</i>
Staff costs	191,238	189,882
Establishment	114,330	76,420
Legal and professional	18,671	2,822
Administration	87,775	87,654
Technology	17,897	10,659
Governance	4,740	4,500
	434,651	371,937

10. Auditors' remuneration

The auditors' remuneration amounts to an auditor fee of £4,620 (2020 - £4,500).

11. Staff costs

	2021 £	<i>2020 £</i>
Wages and salaries	880,675	1,013,055
Social security costs	47,997	53,448
Contribution to defined contribution pension schemes	22,720	23,882
	951,392	1,090,385

The average number of persons employed by the charity during the year was as follows:

	2021 No.	<i>2020 No.</i>
Direct charitable activities	68	90
Management and administration of the charity	13	12
	81	102

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

11. Staff costs (continued)

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration for key management personnel for the year totalled **£153,296** (2020: £46,163). As at the year end, key management personnel consisted of **5 employees** (2020: 1 employee). The amount for 2021 includes all Senior Managers, previously only the CEO was included.

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 March 2021, no Trustee expenses have been incurred (2020 - £NIL).

THE HAMLET CENTRE TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

13. Tangible fixed assets

	Freehold property £	Plant and machinery £	Motor vehicles £	Office equipment £	Computer equipment £	Total £
Cost or valuation						
At 1 April 2020	1,895,100	30,470	31,999	76,912	37,229	2,071,710
Additions	3,052	9,008	-	5,068	5,260	22,388
At 31 March 2021	1,898,152	39,478	31,999	81,980	42,489	2,094,098
Depreciation						
At 1 April 2020	535,804	7,368	27,700	72,645	32,654	676,171
Charge for the year	47,202	4,328	1,075	2,834	4,053	59,492
At 31 March 2021	583,006	11,696	28,775	75,479	36,707	735,663
Net book value						
At 31 March 2021	1,315,146	27,782	3,224	6,501	5,782	1,358,435
At 31 March 2020	1,359,296	23,102	4,299	4,267	4,575	1,395,539

Included in freehold property is freehold land at cost of **£10,000** (2020 - £10,000) which is not depreciated.

On 30 July 2010 the charity entered into an agreement with St Raphael Club, Charity number 209103, whereby St Raphael Club agreed to transfer 50% of its legal and equitable interest in the freehold property known as St Raphael Club, Johnson Place, Norwich ("the property") to The Hamlet Centre Trust. Under the agreement, St Raphael Club will transfer the remainder of its interest in the property to The Hamlet Centre Trust on 30 July 2025 or earlier by arrangement. Due to the condition of the property on the date of transfer, the Trustees considered that it had negligible gross value to the charity and have therefore not included a value for this gift in kind in the financial statements.

THE HAMLET CENTRE TRUST
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NOTES TO THE FINANCIAL STATEMENTS
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14. Debtors

	2021 £	2020 £
Due within one year		
Trade debtors	67,849	85,145
Prepayments and accrued income	64,491	24,927
	<u>132,340</u>	<u>110,072</u>

15. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	15,954	18,188
Other taxation and social security	8,747	13,990
Accruals and deferred income	21,982	7,243
	<u>46,683</u>	<u>39,421</u>

	2021 £	2020 £
Deferred income at 1 April 2020	95	1,167
Resources deferred during the year	982	95
Amounts released from previous periods	(95)	(1,167)
	<u>982</u>	<u>95</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

16. Statement of funds

Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Unrestricted funds					
Designated funds					
Contractual obligations	300,000	-	-	15,000	315,000
Buildings	40,000	-	-	-	40,000
Development and strategy	5,568	-	-	(5,568)	-
New Building	-	-	-	200,000	200,000
The Square	-	-	-	50,000	50,000
	<u>345,568</u>	<u>-</u>	<u>-</u>	<u>259,432</u>	<u>605,000</u>
General funds					
Reserves	617,116	1,149,077	(924,621)	(265,760)	575,812
	<u>617,116</u>	<u>1,149,077</u>	<u>(924,621)</u>	<u>(265,760)</u>	<u>575,812</u>
Total Unrestricted funds	<u>962,684</u>	<u>1,149,077</u>	<u>(924,621)</u>	<u>(6,328)</u>	<u>1,180,812</u>

THE HAMLET CENTRE TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

16. Statement of funds (continued)

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Restricted funds					
Conversion (Johnson Place)	762,824	-	(23,489)	-	739,335
Sensory room (Johnson Place)	166,292	-	(5,895)	-	160,397
Externally funded salaries - Children's Services	11,829	44,175	(32,204)	-	23,800
Externally funded salaries - Adult's Services	-	2,000	(2,000)	-	-
Educational Grant	-	97,666	(97,666)	-	-
Norfolk CCGs	-	24,580	(24,580)	-	-
IT grants	3,000	-	(3,000)	-	-
Minibus fundraiser	31,958	-	-	6,328	38,286
New Adult Services centre	24	-	-	-	24
National lottery training bursary	7,010	-	-	-	7,010
Johnson Place Dad's Wellbeing group	3,762	-	(1,728)	-	2,034
COVID Response Fund	-	1,000	(1,000)	-	-
PPE Fund	-	10,000	(10,000)	-	-
COVID Lottery Fund	-	10,000	(9,141)	-	859
NCC Infection Control	-	28,234	(22,162)	-	6,072
Property rent	-	32,965	(13,000)	-	19,965
CAF Resilience	-	15,485	(15,485)	-	-
Julia & Hans Rausing Trust	-	88,306	(76,939)	-	11,367
Garfield Weston	-	25,000	(9,018)	-	15,982
Childwick Trust	-	10,000	-	-	10,000
	986,699	389,411	(347,307)	6,328	1,035,131
Total of funds	1,949,383	1,538,488	(1,271,928)	-	2,215,943

THE HAMLET CENTRE TRUST
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NOTES TO THE FINANCIAL STATEMENTS
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16. Statement of funds (continued)

Designated funds

The charity has the following designated funds:

Contractual obligations - these funds are to carry out contractual obligations to staff and other parties in the event of the charity ceasing to be able to continue as a viable organisation.

Buildings - these funds have been set aside for emergency and essential property repairs and expenditure that is outside the scope of the ordinary budget for such expenditure.

New Building - these funds are for the costs associated with the purchase of a new premises.

The Square - these funds are for the costs associated with a rental property for adult services.

Restricted funds

The restricted funds are for the following purposes:

Conversion Johnson Place - this represents funding received to go towards capital building costs for the children's services development. The resources expended in the year represent the depreciation charge on assets purchased and capitalised from the funds received.

Sensory Room Johnson Place - this represents funding received toward the cost of adaptations and sensory equipment at the Children's Service at Johnson Place. The resources expended in the year represent the depreciation charge on assets purchased and capitalised from the funds received.

Externally funded salaries - Children's Services - this represents funding received towards specialist salaries as part of the appeal process.

Externally funded salaries - Adult's Services - this represents funding received towards specialist salaries as part of the appeal process.

Educational grant - this represents a grant from Norfolk County Council for Early Education for the provision of early education for 3 and 4 year olds, disadvantaged 2 year olds and children with special educational needs.

Norfolk CCGs - provided funding towards the cost of the Senior Manager at the Children's Services.

IT grants - this represents funds received for the charity's IT purposes, including the cost of creating a new specialised font in the year.

Minibus fundraiser - the minibus fund represents monies raised for a new minibus for the adults at Ella Road.

New Adult Services centre - this fund has been set up for monies donated towards a new centre for the adults service users.

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16. Statement of funds (continued)

National Lottery training bursary - this fund has been set up to provide training for parents and carers of children and adults who access The Hamlet. It will enable the charity to offer free places on training courses for parents to attend.

Johnson Place Dad's Wellbeing group - this fund supports the work of Parenting Practitioners aimed specifically at fathers. The fund will pay for specialist training for staff to work with fathers and a series of workshop events and other activities involving fathers.

COVID Response Fund - this fund has been set up for funding towards the purchase of PPE and other associated costs of COVID-19 on the work of the charity.

PPE Fund - this fund has been set up for funding towards the purchase of PPE during the pandemic to allow activities with Hamlet users to continue safely within government guidelines.

COVID Lottery Fund - this fund has been set up for funding towards the purchase of PPE and other associated costs of COVID-19 on the work of the charity.

NCC Infection Control - this fund was set up to support staff costs incurred by Covid and adaptations to premises to enable infection control and social distancing, including rent for additional premises and equipment.

Property rent - this fund was set up to enable the charity to secure additional premises during the pandemic.

CAF Resilience - this fund was set up to support the development of The Hamlet at Home service and impact of Covid on the charity.

Julia & Hans Rausing Trust - this fund was set up to support losses in revenue incurred by Covid including the rent for additional premises, the salary costs of the Behaviour and Communication Specialist and IT improvement costs incurred during the pandemic.

Garfield Weston - this fund was set up for core costs impacted by the pandemic.

Childwick Trust - this fund was set up for running The Hamlet at Home.

Transfers have been made to unrestricted funds where the restrictions on funds have been fully satisfied.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

16. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2020 £</i>
Unrestricted funds					
Designated funds					
Contractual obligations	300,000	-	-	-	300,000
Buildings	40,000	-	-	-	40,000
Development and strategy	5,568	-	-	-	5,568
	<u>345,568</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>345,568</u>
	<i>Balance at 1 April 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2020 £</i>
General funds					
Reserves	568,649	1,209,453	(1,161,157)	171	617,116
	<u>914,217</u>	<u>1,209,453</u>	<u>(1,161,157)</u>	<u>171</u>	<u>962,684</u>
Total Unrestricted funds					

THE HAMLET CENTRE TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

16. Statement of funds (continued)

Restricted funds

Conversion (Johnson Place)	786,313	-	(23,489)	-	762,824
Sensory room (Johnson Place)	172,187	-	(5,895)	-	166,292
Externally funded salaries - Children's Services	23,556	24,675	(36,402)	-	11,829
Externally funded salaries - Adult's Services	-	19,500	(20,104)	604	-
Educational Grant	-	83,174	(83,174)	-	-
Global's Make Some Noise	12,612	-	(12,612)	-	-
Norfolk CCG's	-	24,260	(24,260)	-	-
MG Classics	1,356	-	(581)	(775)	-
IT grants	-	3,000	-	-	3,000
Sleep programme	1,449	-	(1,449)	-	-
Co-op tablets	-	2,095	(2,095)	-	-
Minibus fundraiser	-	32,258	(300)	-	31,958
New Adult Services centre	-	24	-	-	24
National Lottery training bursary	-	7,010	-	-	7,010
Johnson Place decoration	-	1,998	(1,998)	-	-
Johnson Place Dad's Wellbeing group	-	3,762	-	-	3,762
This Is Us	-	1,960	(1,960)	-	-
	<u>997,473</u>	<u>203,716</u>	<u>(214,319)</u>	<u>(171)</u>	<u>986,699</u>
Total of funds	<u><u>1,911,690</u></u>	<u><u>1,413,169</u></u>	<u><u>(1,375,476)</u></u>	<u><u>-</u></u>	<u><u>1,949,383</u></u>

THE HAMLET CENTRE TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

17. Summary of funds

Summary of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Designated funds	345,568	-	-	259,432	605,000
General funds	617,116	1,149,077	(924,621)	(265,760)	575,812
Restricted funds	986,699	389,411	(347,307)	6,328	1,035,131
	<u>1,949,383</u>	<u>1,538,488</u>	<u>(1,271,928)</u>	<u>-</u>	<u>2,215,943</u>

Summary of funds - prior year

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2020 £
Designated funds	345,568	-	-	-	345,568
General funds	568,649	1,209,453	(1,161,157)	171	617,116
Restricted funds	997,473	203,716	(214,319)	(171)	986,699
	<u>1,911,690</u>	<u>1,413,169</u>	<u>(1,375,476)</u>	<u>-</u>	<u>1,949,383</u>

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	439,850	918,585	1,358,435
Current assets	787,645	116,546	904,191
Creditors due within one year	(46,683)	-	(46,683)
Total	<u>1,180,812</u>	<u>1,035,131</u>	<u>2,215,943</u>

THE HAMLET CENTRE TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

18. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	466,423	929,116	1,395,539
Current assets	535,682	57,583	593,265
Creditors due within one year	(39,421)	-	(39,421)
Total	962,684	986,699	1,949,383

19. Reconciliation of net movement in funds to net cash flow from operating activities

	2021 £	2020 £
Net income for the year (as per Statement of Financial Activities)	266,560	37,693
Adjustments for:		
Depreciation charges	59,492	59,258
Loss on the sale of fixed assets	-	7,117
Decrease/(increase) in debtors	(22,268)	7,238
Increase/(decrease) in creditors	7,262	(21,660)
Net cash provided by operating activities	311,046	89,646

20. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	771,851	483,193
Total cash and cash equivalents	771,851	483,193

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

21. Analysis of net debt

	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
Cash at bank and in hand	483,193	288,658	771,851
	<u>483,193</u>	<u>288,658</u>	<u>771,851</u>

22. Capital commitments

	2021 £	2020 £
Contracted for but not provided in these financial statements		
Acquisition of tangible fixed assets	<u>21,623</u>	<u>-</u>

23. Pension commitments

The charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pensions cost charge represents contributions payable by the charity to the fund and amounted to **£22,720** (2020: £23,882).

24. Related party transactions

No transactions with related parties took place during the financial year (2020: *£nil*).

25. Controlling party

There is no controlling party.

