

Registered number: 03584750  
Charity number: 1071829

**FORWARD DAY CENTRE LIMITED**

**(A company limited by guarantee)**

**TRUSTEES' REPORT AND  
FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 JULY 2021**

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**CONTENTS**

---

	Page
Reference and administrative details of the company, its Trustees and advisers	1
Trustees' report	2 - 8
Independent auditors' report on the financial statements	9 - 12
Statement of financial activities	13
Balance sheet	14 - 15
Statement of cash flows	16
Notes to the financial statements	17 - 35

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 JULY 2021**

---

<b>Trustees</b>	M Oliver (resigned 23 June 2021) P Brown S Fraser (resigned 29 September 2021) A Hodson M Drake R Portham, Chair K Roberts (appointed 28 October 2020, resigned 29 September 2021)
<b>Company registered number</b>	03584750
<b>Charity registered number</b>	1071829
<b>Registered office</b>	St Margarets Millfleet King's Lynn Norfolk PE30 5EG
<b>Independent auditors</b>	Whittings LLP Senior Statutory Auditor Greenwood House Greenwood Court Skyliner Way Bury St Edmunds Suffolk IP32 7GY
<b>Bankers</b>	Barclays 92 High Street King's Lynn Norfolk PE30 1BL
<b>Solicitors</b>	Fraser Dawbarns 21 Tuesday Market Place King's Lynn Norfolk PE30 1JW

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 JULY 2021**

---

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the financial statements of Forward Day Centre Limited (the company) for the year ended 31st July 2021. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in October 2019, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

**Structure, governance and management**

**Constitution**

Forward Day Centre Limited ('FDC') is a company limited by guarantee and is governed by its Memorandum and Articles of Association dated 19 June 1998 (amended in 2002 & 2017). It is also registered as a charity with the Charity Commission (number 1071829). The Trustees of FDC are the only people with voting rights.

**Recruitment and Appointment of Trustees**

All members are invited to meet each year at the Annual General Meeting to elect the Board of Trustees, who are also directors of the company. One third of the Trustees stand down each year by rotation. The rules state that there must be a minimum of 3 Trustees. There is no upper limit to the number of Trustees. Trustees come from a variety of backgrounds and include several with a close or professional knowledge of the world of disability.

On appointment Trustees receive an induction and training to aid their understanding of Forward Day Centre.

The pay of senior staff is reviewed annually by the Trustees and assessed against comparable market rates for similar charitable institutions, having regard to the particular circumstances of Forward Day Centre.

**General Management**

'Forward' has become accepted as the operational name of FDC. 'Ezone' has become accepted as the operational name for FDC's industrial unit. The management team report to the Trustees during monthly board meetings where strategic decisions can be considered and made. The day-to-day responsibility for the provision of services rests with the Chief Executive Officer and the senior management team.

Major risks have been reviewed and systems and procedures have been established to manage these risks.

**Objectives and Activities**

**Mission Statement:**

"To empower, enable and support vulnerable people, especially those with learning disabilities, and those they interact with, so they can lead the life they choose within the community.

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2021**

---

**Forward Aims:**

- to enable members to be independent,
- to support members towards employment,
- to empower members to consider options and make choices,
- to involve members in their local community,
- to enable members to be in control of their lives,
- to always take care of the people around us.

**Forward Objectives:**

- To develop and deliver a diverse programme of activities to support members to achieve their individual goals
- To listen to members opinions and requests and enable their opinions to be heard
- To be aware of the different ways members communicate and to communicate by the most appropriate means for each individual.
- To provide suitable and varied environments with level access, specialised equipment and adaptations where needed.
- To support members in a person centred way and tailor learning to support their individual needs.
- To employ a diverse, innovative and skilled workforce to support members to achieve their personal goals.
- To provide the necessary training to provide the skills the workforce requires.
- To support members to travel independently by using public transport.
- To support members towards independence in money handling skills.
- To consult and take into account members and staff opinions on service changes and new projects.
- To ensure members are consulted and their opinions listened to before making company decisions.
- Tackling disadvantage and discrimination to bring about permanent and positive change.
- To advocate for members when necessary.
- To work in partnership with parents, carers and other outside agencies.
- To provide a safe service.
- To encourage a culture where members and staff can express themselves and report any concerns they have; including a robust safeguarding and whistleblowing policy.
- To provide a series of social events and times for relaxation.

**Our Values**

- Providing the best for members.
- Opportunity - with no prejudices or limits being set on members' potential.
- Communication – a basic human right; we will make sure that everyone's way of communicating is valued.
- Dignity and Respect – supporting members in a confidential and dignified manner that respects their beliefs, preferences, values and culture.
- Equality and Diversity - ensuring members are treated fairly and equally, specific to their needs and choices including areas of race, gender, disability, religion or belief, sexual orientation and age.
- Inclusive - supporting members to be part of their local community.
- Innovation, Empowerment and Determination - to enable members to succeed.
- Listening - to develop our services in accordance with members' needs and wishes.
- Quality and Accountability - throughout the organisation.
- Partnership - respecting and working with other organisations.

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2021**

---

## **Achievements and performance**

### **Going Concern**

After making appropriate enquiries, the Trustees have a reasonable expectation that the 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.

### **Achievements**

Forward continues to cater for a broad range of needs and aspirations for its service user members by promoting choice, independence and challenging attitudes that discriminate against people with disabilities.

### **Donations**

Forward has benefited from the generosity of local West Norfolk people during this period in the form of donations and attending our fund-raising events. We would like to thank everyone who kindly donated money to the charity or supported our projects through grants, awards or donations. Your kindness and support do make a huge difference to the people we support and enables members to progress, accomplish and experience new activities.

- PPE Face Shields made by Mike Ford.
- Donation from Margaret Taylor,
- £200 from Sibleco towards our autism project,
- £2500 from Friends of Park House,
- Kings Lynn Trinity Rotary Club towards I.T. equipment; some of this money was used to provide laptop computers to enable staff to work from home. Donations were also used to fund televisions in each bubble; these enabled Members to communicate with their friends in other bubbles.

Forward's support for Members and the activities they were able to take part in were seriously hampered by the Covid 19 pandemic during the period July 2020 to August 2021.

The year began with the charity in lockdown and unable to offer building-based services. However, Forward did support some Members with one-to-one outreach for walks, and staff at Ezone made a range of craft kits for members to make, paint and decorate, including some for the National Autistic Society for their members to make. As the demand for kits increased, Studio 1 started producing them too.

After weeks without a day service, some Members were struggling, and their wellbeing was beginning to be affected, so preparations were laid for the safe reopening of our buildings. After an immense amount of thought, planning, risk assessing and adaptations we reopened Forward on July 27th 2021. Initially every Member was offered one day back in one of the bubbles. As Members would return to a changed service, the staff produced booklets and videos to explain the changed service and what it would look like. Many Members returned straight away but others chose to return when they felt more confident over the following months; by the end of this period, most members had returned.

Forward is fortunate to have several areas that can work autonomously to meet the needs of Members. In normal times, Members would often be involved in activities on more than one site but with the dangers of COVID-19 we decided that each site would be isolated from the other, working in separated bubbles; four bubbles in all, with the option of Members who enjoyed working at the allotment being part of Studio 2 bubble to give them variation and a place to work in bad weather. The bubbles enabled us to work using social distancing and follow all the Government advice to keep people safe. Each Bubble had a dedicated staff team allocated to it, and each team were involved in developing their area ready for when the Members returned.

Before Covid, Studio 2 had been a resource that Forward were in the process of developing. The Staff group allocated to this area decided to take the modernisation and refurbishment of this area into their own hands.

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2021**

---

They brightened it up and decorated the area, transforming it with a complete facelift.

It was an ideal time to redecorate, and Staff in the other bubbles also decided to repaint their areas. Resources were shared between each bubble to enable Members to carry on with activities that they might previously have been involved with in an area that they would not now be able to access.

To support the safe reopening of Forward, we sourced extra PPE and hand sanitiser, so we were very grateful for the donation of face shields, made by Mike Ford.

For those Members who could not return or were on reduced days, the staff continued to talk with them by phone, we also set up TVs in each bubble so that Members could talk to their friends who were in different bubbles to them and used zoom for get togethers, quizzes and activities.

Despite the restrictions Covid placed on many of our activities, Members in all four bubbles still produced high quality products, either for sale or for personal use and endeavoured to support the local community whenever an opportunity presented itself. This included continuing to make swift and owl boxes to support the dwindling bird population and litter picking by the community care group.

As Members and staff benefitted from the Covid vaccination scheme we have been able to gradually access places in the community, including swimming and bowling. We have also begun to use our kitchens again, although we still promote face mask wearing and keep social distancing wherever possible.

During this period some much needed restoration work has been carried out on our Millfleet premises by Alister Chadwick of AJ Restoration. Millfleet was built in 1849, which is a little younger than some of the buildings that Alister has worked on, including 15th century churches and Windsor castle.

### **In Conclusion**

Together we have travelled through some very scary and uncertain times, and this is set to continue in the coming months. Throughout this period, members have excelled and succeeded in so many ways, not least with their resilience and keeping in good spirits in strange, restrictive and difficult times.

We would like to thank the Team Leaders and all the Staff team who have supported Members with their activities and wellbeing through the pandemic, they are a truly amazing, innovative, and dedicated group of people.

We would also wish to thank the Senior Management team who have excelled in the face of adversity, navigating the many challenges the pandemic has provided, whilst safeguarding Staff and Members.

We also need to extend our thanks to Parents and Carers who we have worked closely with during the pandemic.

Forward continues to work closely with Norfolk County Council (NCC) Learning Disabilities Team, and this has been especially so during the pandemic. We would like to thank NCC for their support throughout this time and especially Anna Fairhurst who could not have been more helpful.

### **Going Forward**

In 2022 we intend to extend our services and put more provision in for Autistic people and Adults with Learning Disabilities. Therefore, we are actively looking for additional premises to facilitate these services.

In the Spring we will be involved in pilots for NCC's Independence and Wellbeing pathways initiative. Before the pandemic we had taken part in the Employment pathway.

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2021**

---

Next year we will be working with Adult Services and launching Forward Momentum, which is a project to give support to children leaving care, working towards employment, after they turn eighteen years of age. Momentum is also the programme for Members' Employment Pathway at Forward.

### **Training**

Forward continued with an extensive programme of training of staff in this period as detailed below although we were unable to hold some training after government restrictions due to COVID-19

Safeguarding - 12 employees  
Manual Handling - 23 employees  
First Aid Awareness - 20 employees  
Equality & Diversity - 5 employees  
Diabetes - 7 employees  
Safe Administration of Medicines - 14 employees  
Food Hygiene - 4 employees  
Epilepsy - 1 employee  
Communication - 3 employees  
Health & Safety - 1 employee  
Hoist - 7 employees  
Bipolar disorder - 1 employee  
Anxiety - 2 employees  
Fire awareness - 1 employee  
Deprivation of liberty - 1 employee  
Personality disorders - 1 employee  
Panic attacks - 1 employee  
Record keeping - 1 employee  
Mental capacity - 2 employees  
Develop as a worker - 1 employee  
Supervision and appraisals - 2 employees  
Stress management - 1 employee

### **Financial review**

The charity saw an increase in incoming resources of £81,644 compared to an increase of £19,657 in the prior year. Resources expended increased by £30,530 (2020 - £28,202) and the net incoming resources for the year were £109,068 (2020 - £57,954).

Income remained steady throughout this period. Forward was still in a process of consultation with NCC about how they would pay for their intended Pathway system, this has been delayed due to the pandemic. NCC were very supportive and have continued to pay us through this period, an average of what we are usually paid. Then from July 2021 they returned to paying on invoice (actuals). We have also received support from NCC in the way of ICF Monies (Infection Control) and also funds to help towards costs involved in the testing of staff.

### **Reserves**

The Trustees policy is to hold unrestricted funds not committed at around 2 months of the resources expended. At present the Emergency Operating Reserve remains at £140,000. At this level the trustees feel able to maintain the current activities of the charity in the event of a significant drop in future funding. In the current economic climate these are considered to be an appropriate target level.



---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2021**

---

**Strategic Corporate Objectives for the Coming Year (to 31 July 2022)**

- To listen to the views of members and discuss issues in Forum meetings with them so that they can make informed decisions about the service Forward provides and take concerns and initiatives to Norfolk County Council through the Locality meeting.
- To extend the opportunities for members to exercise fuller choice in programs in accordance with Forward's aims and objectives.
- To design programs and activities that support members to progress towards their chosen aims and objectives.
- To support members from Covid restrictions to take a fuller role in the community again
- To develop a complex needs pathway
- To develop an independence pathway
- To modernise part of Millfleet to benefit a complex needs service
- To develop Studio 1 to support a broader range of activities
- To source a high street shop, for trading added day service capacity and promote awareness
- To mend the leaking roof near Studio 2
- To promote healthy living throughout Forward's activities
- To promote recycling and awareness of the environment amongst members
- To continue to build delivery of public service contracts to provide income to finance and develop our charitable work.
- To employ a second trainer and improve staff training and development and ensure that each permanent employee has a full appraisal and development programme to retain and develop key staff.
- To increase the number of team leaders from 3 to 6
- To become a virtually paper free service.

**Public Benefit**

The Trustees have had due regard to the Charity Commission's guidance on public benefit and are satisfied that the charity fulfils the public benefit requirement.

The Trustees are of the belief that public benefit is provided by the charity for the advancement of education and relief of those in need by ill-health, disability or other disadvantage.

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 JULY 2021**

---

**Trustees' Responsibilities Statement**

The Trustees (who are also the directors of Forward Day Centre Limited 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 the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company'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.

**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, Whittings 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 on 21<sup>ST</sup> APRIL 2022 and signed on their behalf by:

  
.....  
**P Brown**  
(Trustee)

  
.....  
**R Portham**  
(Chair of Trustees)

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FORWARD DAY CENTRE LIMITED**

---

**Opinion**

We have audited the financial statements of Forward Day Centre Limited (the 'charitable company') for the year ended 31 July 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 July 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.

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FORWARD DAY CENTRE LIMITED**  
**(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
- the charitable company has not kept adequate accounting records; 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.

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FORWARD DAY CENTRE LIMITED**  
**(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:

- Enquiry of management around actual and potential litigation and claims;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, and reviewing accounting estimates for bias.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' report.

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**


---

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF FORWARD DAY CENTRE LIMITED**  
**(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 the charitable company's trustees, for our audit work, for this report, or for the opinions we have formed.



**Jonathan Moore (Senior statutory auditor)**  
for and on behalf of

Whitings LLP  
Greenwood House  
Greenwood Court  
Skyliner Way  
Bury St Edmunds  
Suffolk  
IP32 7GY

Date: 21 April 2022

Whitings LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

**FORWARD DAY CENTRE LIMITED**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 JULY 2021**

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
<b>Income from:</b>					
Donations, legacies & grants:	3				
Donations & legacies		3,370	500	3,870	1,493
Grants		-	60,708	60,708	-
Similar incoming resources		64	-	64	1,854
Charitable activities	4	1,057,309	-	1,057,309	1,032,098
Other trading activities	5	1,926	-	1,926	5,436
Investments	6	2,249	-	2,249	3,601
<b>Total income</b>		<b>1,064,918</b>	<b>61,208</b>	<b>1,126,126</b>	<b>1,044,482</b>
<b>Expenditure on:</b>					
Raising funds		763	-	763	1,583
Charitable activities	7	975,660	40,635	1,016,295	984,945
<b>Total expenditure</b>		<b>976,423</b>	<b>40,635</b>	<b>1,017,058</b>	<b>986,528</b>
<b>Net movement in funds</b>		<b>88,495</b>	<b>20,573</b>	<b>109,068</b>	<b>57,954</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		733,411	24,698	758,109	700,155
Net movement in funds		88,495	20,573	109,068	57,954
<b>Total funds carried forward</b>		<b>821,906</b>	<b>45,271</b>	<b>867,177</b>	<b>758,109</b>

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 17 to 35 form part of these financial statements.

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 03584750**

**BALANCE SHEET**  
**AS AT 31 JULY 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	13	454,130	457,014
		<u>454,130</u>	<u>457,014</u>
<b>Current assets</b>			
Debtors	14	99,167	103,389
Cash at bank and in hand		355,081	420,624
		<u>454,248</u>	<u>524,013</u>
Creditors: amounts falling due within one year	15	(41,201)	(42,892)
<b>Net current assets</b>		<u>413,047</u>	<u>481,121</u>
<b>Total assets less current liabilities</b>		<u>867,177</u>	<u>938,135</u>
Creditors: amounts falling due after more than one year	16	-	(180,026)
<b>Total net assets</b>		<u><u>867,177</u></u>	<u><u>758,109</u></u>



---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 03584750**

---

**BALANCE SHEET (CONTINUED)**  
**AS AT 31 JULY 2021**

---

	Note	2021 £	2020 £
<b>Charity funds</b>			
Restricted funds	20	45,271	24,698
Unrestricted funds	20	821,906	733,411
<b>Total funds</b>		<b>867,177</b>	<b>758,109</b>

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.

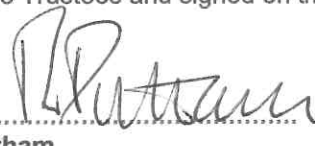
However, an audit is required in accordance with section 144 of the Charities Act 2011.

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:

  
.....  
**P Brown**  
(Trustee)

  
.....  
**R Portham**  
(Chair of Trustees)

Date: **21<sup>ST</sup> APRIL 2022**

The notes on pages 17 to 35 form part of these financial statements.

**FORWARD DAY CENTRE LIMITED**  
(A company limited by guarantee)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 JULY 2021**

	2021 £	2020 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities - note 23	131,369	171,954
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	(4,278)	(5,842)
<b>Net cash used in investing activities</b>	(4,278)	(5,842)
<b>Cash flows from financing activities</b>		
Repayments of borrowing	(192,634)	(11,501)
<b>Net cash used in financing activities</b>	(192,634)	(11,501)
<b>Change in cash and cash equivalents in the year</b>	(65,543)	154,611
Cash and cash equivalents at the beginning of the year	420,624	266,013
<b>Cash and cash equivalents at the end of the year - note 24</b>	<b>355,081</b>	<b>420,624</b>

The notes on pages 17 to 35 form part of these financial statements

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2021**

---

**1. General information**

The charitable company was incorporated in the United Kingdom and the address of its registered office is St Margarets, Millfleet, King's Lynn, Norfolk, PE30 5EG.

The charity is also a company limited by guarantee. 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.

**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) (published October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Forward Day Centre Limited 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 accounts have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the level of expected income and expenditure for the 12 months from the date of signing these accounts and are satisfied that the charity will continue as a going concern.

**2.3 Income**

All income is recognised once the 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.

For legacies, entitlement is taken as the earlier of the date on which either: the company is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the company has been notified of the executor's intention to make a distribution. Where legacies have been notified to the company, or the company is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 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 is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the company's educational operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

All expenditure is inclusive of irrecoverable VAT.

**2.5 Grants**

Income from grants whether 'capital or 'revenue' is recognised when the charity has entitlement to the funds, any performance conditions attached to the grant have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

**2.6 Interest receivable**

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

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2021**

---

**2. Accounting policies (continued)**

**2.7 Tangible fixed assets and depreciation**

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

Leasehold Property	- period of lease and 7% straight line
Fixtures and fittings	- 25% p.a. reducing balance
Office equipment	- 25% p.a. reducing balance

No depreciation has been charged on freehold property where the remaining useful economic life of the properties is so long, and the residual value so high, that such depreciation charges would be deemed to be immaterial.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities incorporating income and expenditure account.

**2.8 Stocks**

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

**2.9 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.

**2.10 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.

**2.11 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 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.

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2021**

---

**2. Accounting policies (continued)**

**2.12 Financial instruments**

The 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.

**2.13 Operating leases**

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

**2.14 Pensions**

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

**2.15 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 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 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.

**FORWARD DAY CENTRE LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2021**

**3. Income from donations and legacies**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	3,370	500	3,870	1,493
Infection Control Fund grants	-	60,708	60,708	-
Similar incoming resources	64	-	64	1,854
	<u>3,434</u>	<u>61,208</u>	<u>64,642</u>	<u>3,347</u>
<i>Total 2020</i>	<u>3,347</u>	<u>-</u>	<u>3,347</u>	

Infection Control Fund grants of £8,001 relating to the year ended 31 July 2021 were clawed back following the year end due to being unspent in the required period and as such the amount for grants above includes a deduction for this.

**4. Income from charitable activities**

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Sale of goods/services as part of direct charitable activities	1,057,309	1,057,309	1,032,098
	<u>1,057,309</u>	<u>1,057,309</u>	<u>1,032,098</u>
<i>Total 2020</i>	<u>1,032,098</u>	<u>1,032,098</u>	

**FORWARD DAY CENTRE LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2021**

**5. Incoming resources from activities for generating funds**

**Income from fundraising events**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>	<i>Total funds 2020 £</i>
Room Hire Income	-	-	600
Curriculum Enrichment	1,926	<b>1,926</b>	3,232
	<u>1,926</u>	<u><b>1,926</b></u>	<u>3,832</u>
<i>Total 2020</i>	<u>3,832</u>	<u><b>3,832</b></u>	

**Income from non charitable trading activities**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>	<i>Total funds 2020 £</i>
Vending Machine Income	-	-	1,604
	<u>-</u>	<u>-</u>	<u>1,604</u>
<i>Total 2020</i>	<u>1,604</u>	<u><b>1,604</b></u>	

**6. Investment income**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>	<i>Total funds 2020 £</i>
Bank Interest Receivable	2,249	<b>2,249</b>	3,601
	<u>2,249</u>	<u><b>2,249</b></u>	<u>3,601</u>
<i>Total 2020</i>	<u>3,601</u>	<u><b>3,601</b></u>	



**FORWARD DAY CENTRE LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2021**

**7. Analysis of expenditure on charitable activities**

**Summary by fund type**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Micro Enterprise Project	61,991	-	61,991	69,234
Forward Day Centre	913,669	40,635	954,304	915,711
	<u>975,660</u>	<u>40,635</u>	<u>1,016,295</u>	<u>984,945</u>
<i>Total 2020</i>	<u>980,404</u>	<u>4,541</u>	<u>984,945</u>	

**8. Analysis of expenditure by activities**

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £	Total funds 2020 £
Micro Enterprise Project	61,991	-	61,991	69,234
Forward Day Centre	745,847	208,457	954,304	915,711
	<u>807,838</u>	<u>208,457</u>	<u>1,016,295</u>	<u>984,945</u>
<i>Total 2020</i>	<u>804,966</u>	<u>179,979</u>	<u>984,945</u>	

**FORWARD DAY CENTRE LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2021**

**8. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

	Micro Enterprise Project 2021 £	Forward Day Centre 2021 £	Total funds 2021 £	Total funds 2020 £
Staff costs	38,821	613,823	652,644	673,577
Depreciation	-	3,483	3,483	4,382
Rent & rates	16,976	565	17,541	17,847
Motor & travel costs	-	2,938	2,938	12,863
Legal & professional fees	-	794	794	647
Curriculum costs	-	6,198	6,198	13,159
Client care & transport	-	(1,053)	(1,053)	(1,201)
Bad debts	-	10,442	10,442	4,000
Light & heat	2,571	7,780	10,351	9,819
Repairs & maintenance	2,392	40,369	42,761	31,952
Other establishment costs	1,231	12,142	13,373	14,023
Training costs	-	375	375	5,061
Mortgage interest & charges	-	13,731	13,731	10,894
Covid-19 related costs	-	34,260	34,260	7,943
	<u>61,991</u>	<u>745,847</u>	<u>807,838</u>	<u>804,966</u>
<i>Total 2020</i>	<u>69,234</u>	<u>735,732</u>	<u>804,966</u>	

**FORWARD DAY CENTRE LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2021**

**8. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	Forward Day Centre 2021 £	Total funds 2021 £	Total funds 2020 £
Staff costs	181,415	181,415	151,377
Depreciation	3,680	3,680	3,266
Rent & rates	141	141	377
Office expenses	356	356	228
Telephone	8,072	8,072	8,271
Operating leases	-	-	1,087
Light & heat	1,927	1,927	1,900
Repairs & maintenance	1,724	1,724	2,752
Other establishment costs	2,842	2,842	2,624
Governance costs	8,300	8,300	8,097
	<u>208,457</u>	<u>208,457</u>	<u>179,979</u>
<i>Total 2020</i>	<u>179,979</u>	<u>179,979</u>	

Support costs are fully allocated to the Forward Day Centre activity.

**9. Governance costs**

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Audit Fees	5,280	5,280	5,593
Accountancy Fees	2,830	2,830	2,360
Legal Fees	190	190	144
	<u>8,300</u>	<u>8,300</u>	<u>8,097</u>

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2021**

---

**10. Staff costs**

	2021 £	2020 £
Wages and salaries	748,056	738,521
Social security costs	49,661	50,964
Contribution to defined contribution pension schemes	36,343	35,469
	<u>834,060</u>	<u>824,954</u>

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

	2021 No.	2020 No.
Forward and Futures project staff	41	42
Administration and support staff	6	6
	<u>47</u>	<u>48</u>

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

Remuneration and benefits received by key management personnel in the year were £157,843 (2020 - £131,688). 4 employees (2020 - 3) are deemed to be key management personnel.

**11. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration, other benefits or expenses (2020 - none).

**12. Taxation**

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

**FORWARD DAY CENTRE LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2021**

**13. Tangible fixed assets**

	Freehold property £	Short-term leasehold property £	Fixtures and fittings £	Office equipment £	Total £
<b>Cost or valuation</b>					
At 1 August 2020	423,692	104,404	97,381	26,644	652,121
Additions	-	-	1,697	2,581	4,278
At 31 July 2021	423,692	104,404	99,078	29,225	656,399
<b>Depreciation</b>					
At 1 August 2020	-	94,117	77,128	23,862	195,107
Charge for the year	-	722	5,281	1,158	7,161
At 31 July 2021	-	94,839	82,409	25,020	202,268
<b>Net book value</b>					
At 31 July 2021	423,692	9,565	16,669	4,205	454,131
At 31 July 2020	423,692	10,287	20,253	2,782	457,014

**14. Debtors: Amounts falling due within one year**

	2021 £	2020 £
Trade debtors	24,187	56,365
Other debtors	-	3,581
Prepayments and accrued income	55,300	43,443
Grants receivable	19,680	-
	99,167	103,389

**FORWARD DAY CENTRE LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2021**

**15. Creditors: Amounts falling due within one year**

	2021 £	2020 £
Bank loans - mortgage	-	12,608
Trade creditors	4,077	2,204
Other taxation and social security	11,468	11,306
Other creditors	13,627	1,216
Accruals and deferred income	12,029	15,558
	<u>41,201</u>	<u>42,892</u>

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

	2021 £	2020 £
Bank loans - mortgage	-	180,026
	<u>-</u>	<u>180,026</u>

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is £Nil (2020 - £122,117).

The mortgage was secured against freehold property.

**17. Pension commitments**

The charity operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £36,343 (2020 - £35,469). Contributions totalling £189 (2020 - £324) were payable to the fund at the balance sheet date and are included in creditors.

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2021**

---

**18. Related Party Transactions**

No single member is able to exercise control over the charity.

Care provided to the son of the Trustee M Drake amounted to £Nil (2020 - £308), and at the year end the balance included within debtors was £1,825 (2020 - £1,935).

Care provided to the son of the Trustee R Portham amounted to £3,373 (2020 - £6,115), and at the year end the balance included within debtors was £654 (2020 - £2,730).

**19. Operating lease commitments**

The company had no commitments under non-cancellable operating leases at 31 July 2021.

**FORWARD DAY CENTRE LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2021**

**20. Statement of funds**

**Statement of funds - current year**

	Balance at 1 August 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 July 2021 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Emergency Operating Reserve	140,000	-	-	-	140,000
Fixed Asset Reserve	263,963	-	-	190,168	454,131
Building Repair Fund	23,622	-	(213)	-	23,409
Brickwork Fund	29,400	-	(7,038)	-	22,362
	<u>456,985</u>	<u>-</u>	<u>(7,251)</u>	<u>190,168</u>	<u>639,902</u>
<b>General funds</b>					
General Funds - all funds	<u>276,426</u>	<u>1,064,918</u>	<u>(969,172)</u>	<u>(190,168)</u>	<u>182,004</u>
<b>Total Unrestricted funds</b>	<u>733,411</u>	<u>1,064,918</u>	<u>(976,423)</u>	<u>-</u>	<u>821,906</u>
<b>Restricted funds</b>					
Soundbeam Grant	1,904	-	(411)	-	1,493
Loft Insulation Grant	612	-	(103)	-	509
Helping People into Voluntary Work	4,600	-	-	-	4,600
Funky Gift Shop Grant	8,425	-	(578)	-	7,847
Magic Carpet Interactive Flooring Grant	5,896	-	(1,474)	-	4,422
Milfleet Access Gate Grant	705	-	(232)	-	473
Milfleet New Toilet Grant	2,556	-	(1,090)	-	1,466
IT Equipment Fund	-	500	(86)	-	414
Infection Control Fund	-	60,708	(36,661)	-	24,047
	<u>24,698</u>	<u>61,208</u>	<u>(40,635)</u>	<u>-</u>	<u>45,271</u>
<b>Total of funds</b>	<u>758,109</u>	<u>1,126,126</u>	<u>(1,017,058)</u>	<u>-</u>	<u>867,177</u>



---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2021**

---

**20. Statement of funds (continued)**

The Emergency operating reserve was established to cover the operating expenses for a period of 2 months in the events of a significant drop in income.

The Fixed Asset reserve represents the balance of unrestricted reserves attributable to the investment in fixed assets less bank funding used to acquire freehold property.

The building repair fund has been designated for the replacement of the windows at Millfleet.

The brickwork fund has been designated for the repair work to the brickwork at Millfleet.

The soundbeam fund has been established by way of a grant towards the purchase of soundbeam equipment.

The loft insulation fund has been established by way of a grant towards loft insulation at Millfleet.

The Helping people into voluntary work fund was received from Norfolk Community Foundation to cover research into the placements and the cost of support staff to enable people to take up voluntary placements within the community.

The funky gift shop fund was received to convert the front lobby area of Millfleet into a gift shop where members can sell items they make, and gifts that they will choose from wholesalers to the general public.

The magic carpet interactive flooring grant was received to provide equipment to support group interaction.

The Millfleet access gate grant was received to install a locking mechanism to the gate at the entrance of the back car park.

The Millfleet new toilet grant was received to convert an unusable part of Millfleet into an access toilet.

The IT equipment fund was received to assist in procuring computer equipment.

The Infection Control Fund grant was received from Norfolk County Council in response to the Covid-19 pandemic and serves to cover costs in respect of testing for Covid-19 and ensuring practices comply with the relevant government guidance.

**FORWARD DAY CENTRE LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2021**

**20. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 August 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 July 2020 £</i>
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Emergency Operating Reserve	140,000	-	-	-	140,000
Fixed Asset Reserve	255,027	-	-	8,936	263,963
Building Repair Fund	23,622	-	-	-	23,622
Brickwork Fund	30,000	-	(600)	-	29,400
	<u>448,649</u>	<u>-</u>	<u>(600)</u>	<u>8,936</u>	<u>456,985</u>
<b>General funds</b>					
General Funds - all funds	222,267	1,044,482	(981,387)	(8,936)	276,426
<b>Total Unrestricted funds</b>	<u>670,916</u>	<u>-</u>	<u>(981,987)</u>	<u>-</u>	<u>733,411</u>
<b>Restricted funds</b>					
Soundbeam Grant	2,379	-	(475)	-	1,904
Loft Insulation Grant	749	-	(137)	-	612
Helping People into Voluntary Work	4,600	-	-	-	4,600
Funky Gift Shop Grant	9,178	-	(753)	-	8,425
Magic Carpet Interactive Flooring Grant	7,861	-	(1,965)	-	5,896
Milfleet Access Gate Grant	1,042	-	(337)	-	705
Milfleet New Toilet Grant	3,430	-	(874)	-	2,556
	<u>29,239</u>	<u>-</u>	<u>(4,541)</u>	<u>-</u>	<u>24,698</u>
<b>Total of funds</b>	<u><u>700,155</u></u>	<u><u>-</u></u>	<u><u>(986,528)</u></u>	<u><u>-</u></u>	<u><u>758,109</u></u>

**FORWARD DAY CENTRE LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2021**

**21. Summary of funds**

**Summary of funds - current year**

	Balance at 1 August 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 July 2021 £
Designated funds	456,985	-	(7,251)	190,168	639,902
General funds	276,426	1,064,918	(969,172)	(190,168)	182,004
Restricted funds	24,698	61,208	(40,635)	-	45,271
	<u>758,109</u>	<u>1,126,126</u>	<u>(1,017,058)</u>	<u>-</u>	<u>867,177</u>

**Summary of funds - prior year**

	Balance at 1 August 2019 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 July 2020 £
Designated funds	448,649	-	(600)	8,936	456,985
General funds	222,267	1,044,482	(981,387)	(8,936)	276,426
Restricted funds	29,239	-	(4,541)	-	24,698
	<u>700,155</u>	<u>1,044,482</u>	<u>(986,528)</u>	<u>-</u>	<u>758,109</u>

**22. 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	437,575	16,555	454,130
Current assets	425,530	28,716	454,246
Creditors due within one year	(41,199)	-	(41,199)
<b>Total</b>	<u>821,906</u>	<u>45,271</u>	<u>867,177</u>

**FORWARD DAY CENTRE LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2021**

**22. 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	437,492	19,522	457,014
Current assets	518,839	5,176	524,015
Creditors due within one year	(42,892)	-	(42,892)
Creditors due in more than one year	(180,027)	-	(180,027)
<b>Total</b>	<b>733,412</b>	<b>24,698</b>	<b>758,110</b>

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

	<b>2021 £</b>	<b>2020 £</b>
Net income for the year (as per Statement of Financial Activities)	<b>109,068</b>	57,954
<b>Adjustments for:</b>		
Depreciation charges	<b>7,161</b>	7,648
Decrease in stocks	-	732
Decrease/ (increase) in debtors	<b>4,222</b>	100,394
Increase/ (decrease) in creditors	<b>10,918</b>	5,226
<b>Net cash provided by operating activities</b>	<b>131,369</b>	<b>171,954</b>

**24. Analysis of cash and cash equivalents**

	<b>2021 £</b>	<b>2020 £</b>
Cash in hand	<b>355,081</b>	420,624
<b>Total cash and cash equivalents</b>	<b>355,081</b>	<b>420,624</b>

---

**FORWARD DAY CENTRE LIMITED**  
**(A company limited by guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 JULY 2021**

---

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

	At 1 August 2020	Cash flows	At 31 July 2021
	£	£	£
Cash at bank and in hand	420,624	(65,543)	355,081
Debt due within 1 year	(12,608)	12,608	-
Debt due after 1 year	(180,027)	180,027	-
	<u>227,989</u>	<u>127,092</u>	<u>355,081</u>