

# THE HORSE RANGERS ASSOCIATION (HAMPTON COURT)LIMITED

England & Wales · Charity number 1098257

## Details

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**Status** Registered

**Legal form** Charitable company

**Company number** [04712789](#)

**Registered** 2003-06-27

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** The Horse Rangers Association Ltd  
Constable's Boat Yard  
5-9 Thames Street  
Hampton  
Middlesex  
TW12 2EW

**Phone** 02089794196

**Email** [admin@horserangers.com](mailto:admin@horserangers.com)

**Website** [www.horserangers.org.uk](http://www.horserangers.org.uk)

## Activities

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**Objects:** THE CHARITY'S OBJECTS ARE:(A) (1) TO PROVIDE EDUCATION AND CHARACTER TRAINING, PHYSICAL MENTAL AND SPIRITUAL, FOR CHILDREN AND YOUNG PERSONS UNDER THE AGE OF 21 WHO ARE RESIDENT IN THE UNITED KINGDOM.(2) TO RELIEVE HANDICAPPED CHILDREN AND ADULTS THROUGH THE PROVISION OF FACILITIES FOR RIDING AND THE TEACHING OF HORSEMANSHIP.(B) TO UNDERTAKE RESEARCH INTO THE SPECIAL PROBLEMS OF DEPRIVED AND MALADJUSTED CHILDREN AND YOUNG PERSONS AND INTO METHODS OF ALLEVIATING AND SUFFERING ARISING THEREFROM AND TO PUBLISH THE RESULTS OF SUCH RESEARCH.(C) THE RELIEF OF POVERTY AND SICKNESS.(D) THE ADVANCEMENT OF EDUCATION.(E) THE RELIEF OF THE ELDERLY AND INFIRM.

**Activities:** A voluntary organisation that provides personal development for children and young people through learning to look after and ride horses.The charity is open to all - irrespective of background or ability. Riders with special needs (including adults) who cannot be catered for through our mainstream activities participate through our dedicated Riding for the Disabled section.

## Classification

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- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training, Disability, Amateur Sport, Animals
- **Who:** Children/young People, People With Disabilities

## Geography

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- **Area of benefit:** UNITED KINGDOM
- Surrey

## Finances

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Period end	Income	Expenditure	Assets	Employees
2025-03-31	£680,741	£666,617	£154,175	14
2024-03-31	£646,935	£640,798	£140,051	12
2023-03-31	£528,337	£660,784	£133,913	13
2022-03-31	£545,511	£577,604	£266,360	13
2021-03-31	£623,246	£584,470	£298,453	15

## Trustees

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Name	Role	Appointed
GEMMA CLARE RACTLIFFE		2011-05-03
Hugh Hort Player		2021-07-27
Marcia Jane Hockley		2021-07-27
Nicola Harrison		2023-09-12
Rhiannon Board		2023-09-12
William Liam Kearney		

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT)LIMITED**

England & Wales - Charity number 1098257

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# Accounts

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**REGISTERED COMPANY NUMBER: 04712789 (England and Wales)**  
**REGISTERED CHARITY NUMBER: 1098257**

**Report of the Trustees and**  
**Financial Statements for the Year Ended 31 March 2025**  
**for**  
**The Horse Rangers Association**  
**(Hampton Court) Limited**  
**(A Company Limited by Guarantee)**

Brewers Chartered Accountants  
Unit 3  
Birtley Courtyard  
Bramley  
Surrey  
GU5 0LA

**The Horse Rangers Association  
(Hampton Court) Limited**

**Contents of the Financial Statements  
for the Year Ended 31 March 2025**

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**The Horse Rangers Association  
(Hampton Court) Limited**

**Reference and Administrative Details  
for the Year Ended 31 March 2025**

<b>TRUSTEES</b>	R Board N J Harrison M J Hockley L G Kearney H H Player G C Ractliffe J C Schomberg
<b>COMPANY SECRETARY</b>	L G Kearney
<b>REGISTERED OFFICE</b>	Constable's Boatyard Thames Street Hampton Surrey TW12 2EW
<b>REGISTERED COMPANY NUMBER</b>	04712789 (England and Wales)
<b>REGISTERED CHARITY NUMBER</b>	1098257
<b>AUDITORS</b>	Brewers Chartered Accountants Unit 3 Birtley Courtyard Bramley Surrey GU5 0LA
<b>BANKERS</b>	HSBC Bank PLC 54 Clarence Street Kingston Upon Thames Surrey KT1 1NS

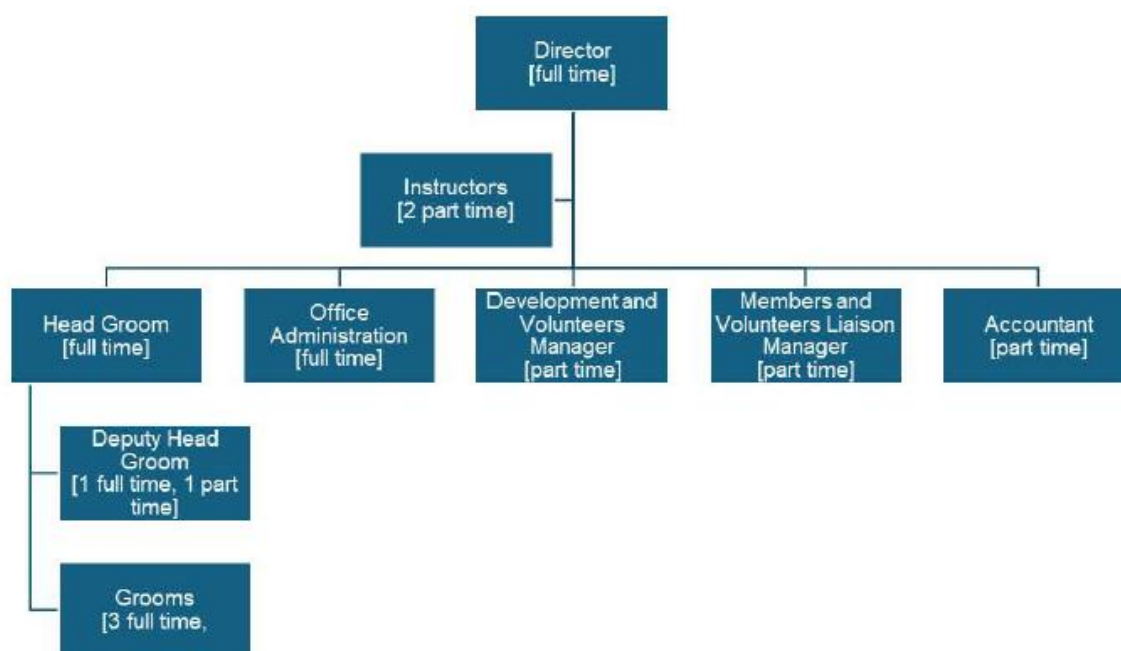
**The Horse Rangers Association  
(Hampton Court) Limited**

**Report of the Trustees  
for the Year Ended 31 March 2025**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of 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).

During the year meetings are held on a regular basis with Trustees, the Director, and other key individuals attending when necessary (e.g., Safeguarding Lead, Stable Manager etc.), to determine the general policy of the charity and review its results and overall management and control. The Board of Trustees as a whole takes responsibility for all policies and procedures relevant for HRA.

The work of implementing the policies and managing the day to day running of the organisation is carried out by the Director, and details of the current staffing is provided as per organisation chart below.



As at the date of this report the Director of Horse Rangers Association (known as Horse Rangers) is Laura Griffith and Lauren Correia, the Development Manager is the Safeguarding Lead.

The Board of Trustees recognises its responsibility to ensure that adequate risk management procedures are both in place and implemented to ensure a safe working environment. The Board has accountability for reviewing and approving the adequacy and effectiveness of internal controls operated by the charity. A risk register is maintained which identifies areas in which the organisation might be vulnerable or on which we need to focus attention. This is managed by Hugh Player, who reviews the register on a regular basis with the Director and Trustees, either individually or at Trustee Meetings. At each meeting, the Board of Trustees receives and monitors reports on Health and Safety, GDPR compliance and Safeguarding.

Horse Rangers has been based at the Royal Mews since 1963. In 2022, following a condition review by the landlords, the Royal Household, we were informed that extensive renovation and refurbishment works were required. As a result, Horse Rangers vacated the Royal Mews by 30 September 2022. This relocation is intended to be temporary, and we remain in ongoing liaison with the Royal Household regarding the timeline for works. Progress has been impacted by the passing of Her Late Majesty Queen Elizabeth II, which necessitated a period of national mourning and operational reprioritisation within the Royal Household. To date, building works have not commenced, with a revised estimated start date of September 2025 and a projected duration of 18-24 months. In the interim, Horse Rangers has been granted use of land and field shelters at the Royal Paddocks, located nearby within Bushy Park, and has secured office accommodation at Constables Boatyard. The charity also continues to operate from the Stockyard and maintains riding access within the park, enabling the continued delivery of its core programmes.

**The Horse Rangers Association  
(Hampton Court) Limited**

**Report of the Trustees  
for the Year Ended 31 March 2025**

The charity retains Citation Ltd as specialist advisers on Human Resources, Employment Law and Health and Safety. As part of their contract Citation undertake a Health and Safety Executive (HSE) audit of the premises each year. The Charity is a member of the National Council of Voluntary Organisations (NCVO), the largest umbrella body for the voluntary and community sector in England. The NCVO highlights changes in government policies and legislation to its members.

HRA is registered as a riding establishment with the London Borough of Richmond upon Thames and is an approved riding centre with the British Horse Society (BHS). As such, it is inspected annually by each of these bodies. In the most recent BHS inspection, HRA was awarded Highly Commended in all areas and Fully Compliant within Safeguarding.

As a Member Group of the Riding for the Disabled Association (RDA), our Special Needs RDA Coaches, RDA Assistant Coaches and RDA Trainee Coaches are assessed on a regular basis to ensure that riding sessions are being delivered to standard. The RDA Regional Coach visits several times during the year to ensure quality is maintained and any development needs are addressed as appropriate.

All staff, adult volunteers, and members over 18 years' old who have direct access to children or adults at risk, complete an Enhanced Disclosure and Barring Service check. They are also required to adhere to the training requirements set out in the Safeguarding: Protecting Children and Adults at Risk Policy, which is reviewed annually. The Charity employs a member of staff who acts as Safeguarding Lead and she is supported by deputy Safeguarding Leads.

All members, staff, and volunteers accept that riding involves taking risks. These are minimised by careful training and supervision. There are established procedures in place for dealing with accidents, and an analysis of incidents is reported, with a view to identifying problem areas and mitigating future risks. It should be noted that each horse has a weight carrying limit and that any rider above the relevant limit may be restricted or unable to ride.

**OBJECTIVES AND ACTIVITIES**

**Objectives and aims**

In setting objectives and planning for activities the Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission.

Horse Rangers is a self-supporting, non-profit making, voluntary youth organisation which enables young people to develop life and leadership skills through learning to care for, and ride, the horses. It also supports an active Riding for the Disabled section integrating, wherever possible, those with special needs within mainstream Horse Ranger activities.

**Objectives for 24-25:**

To help members to learn independence and concern for others by guiding them with discipline towards the qualities of integrity, loyalty, honour, and trust that will prepare them to become worthy citizens.

To enable members to develop the skills of good horsemanship through the provision of riding instruction, stable management training and other aspects connected with horses and general recreation.

To encourage senior members to support both younger members and those with special needs as part of their personal development and in order to achieve promotion through the ranks of the organisation.

To continue the growth and development of our Supporting Families Programme.

To continue our work within the local community, with local schools, Children's Services, care homes and Young Carer networks. HRA is a member group of RDA and offer weekly riding sessions for children and adults, as well as Outreach days for young carers and disadvantaged children.

**The Horse Rangers Association  
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**Report of the Trustees  
for the Year Ended 31 March 2025**

**OBJECTIVES AND ACTIVITIES**

**Significant activities**

**Horse Ranger Weekend Programme (Mainstream)**

Horse Rangers is an equine assisted learning programme available to all young people irrespective of background or ability. Financial assistance is available for those experiencing hardship through the Supporting Families Fund. This includes the provision of uniforms and support with membership costs.

Members (known as Rangers) attend weekly and engage in equine facilitated activities, developing skills in riding, horse care, and stable management. Rangers are grouped into Squadrons, which meet at set times each week throughout the year, with sessions lasting between 3 to 5 hours. Activities alternate weekly, one week focusing on riding and badge work, and the next on stable management, paddock duties, and additional badge work. Squadrons are led entirely by adult volunteers, many of whom were once Rangers themselves. The structured routine and connection with horses provides a safe space where children and young people can develop both practical skills and improve emotional wellbeing.

As they progress, Rangers gain the knowledge and practical skills to care for the horses, building confidence, resilience and self-esteem. As they take on greater responsibilities, such as mentoring younger members and supporting group activities, they also build leadership, communication, and teamwork skills that support them in the wider community.

Progress is monitored and recorded via a structured badge and promotion system. Rangers work towards four progressive levels: Tenderfoot, Bronze Spur, Silver Spur, and Golden Spur. Each badge represents the attainment of specific competencies in horsemanship, stable management, and theoretical knowledge. Badges are awarded throughout the year as individuals meet the required criteria, providing a clear framework for monitoring individual development and engagement. This system supports consistency across Squadrons and contributes to quality assurance in programme delivery.

Horse Rangers use an online portal, Pony Hub, launched in 2019, to support training and record-keeping. Rangers can access badge progress, equine lectures, and training materials. The system also securely stores medical details and emergency contacts, supporting safeguarding and operational efficiency.

Young people with special educational needs are integrated into mainstream Squadrons wherever possible. For those requiring more tailored support, Horse Rangers is a member of RDA UK and offers specialist therapeutic riding programmes.

**Horse Rangers RDA**

Horse Rangers is a member of RDA UK and offers specialist therapeutic riding sessions for children and young people with additional needs, including those with physical disabilities, learning difficulties, neurodivergence, and emotional challenges. Horse Rangers RDA runs 34 weeks a year during term time, offering riding as therapy sessions seven times a week.

These sessions are designed to improve physical coordination, balance, and core strength while also supporting emotional wellbeing, communication, and social development. Delivered in small groups of 4, our RDA sessions are tailored to each rider's individual needs and goals, fostering confidence, independence, and a sense of achievement. The bond between horse and rider plays a central role, offering calm, non-judgemental interaction in an environment that supports self-regulation and trust.

Participants may be referred by schools, local authorities, healthcare professionals, or family members. Where appropriate, they may also transition into mainstream Squadrons as their confidence and ability grow, ensuring inclusion remains at the heart of the Horse Rangers experience.

**The Horse Rangers Association  
(Hampton Court) Limited**

**Report of the Trustees  
for the Year Ended 31 March 2025**

**OBJECTIVES AND ACTIVITIES**

A summary of the composition of each Squadron is provided below (as of 31 March 2025) -

	<b>Mainstream Horse Rangers</b>				
Membership numbers	SQN 1	SQN 2	SQN 3	SQN 5	Total
Rangers	69	59	54	33	215
Unattached Rangers	2	6	6	0	14
Total Rangers	71	65	60	33	229
Total Officers	11	12	11	3	37
				<b>Overall Total</b>	<b>266</b>
				Prior Year	271

<b>Horse Rangers RDA</b>	<b>RDA</b>
Number of places per week for local riders with Special Needs	28
Maximum number of riders per class	4
RDA Group Coaches	4
RDA Assistant Coaches	0
RDA Trainee Coaches	3
Number of RDA Classes per week (during school terms)	7
Average number of volunteers required for each session	15
Number of volunteers registered for RDA sessions	63

**Breakdown of Riders' Special Needs:**

Communication Problems	14
Sensory Disability	6
Disability which affects ability to walk/weight bear independently	7
Autistic Spectrum Disorder	13
Learning Disability	9
Multiple/Complex Disability	13

**The Horse Rangers Association  
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**Report of the Trustees  
for the Year Ended 31 March 2025**

**ACHIEVEMENT AND PERFORMANCE**

**Charitable activities**

**Horse Rangers Weekend Programme (Mainstream)**

In 2024-25, Horse Rangers held 892 structured sessions for 287 active Rangers, with the highest attendance seen in July 2024. We continue to recruit more rangers to meet our maximum capacity. These sessions focused on developing knowledge and skills in riding, stable management, and horse care.

Overall, approximately 20% of participants progressed to a higher level, with 14% choosing to volunteer and support our younger members. This demonstrates meaningful growth in technical skills and personal development. The structured badge system enables young people to track their own progress, promoting self-esteem and a sense of achievement, all of which contribute to improved educational and social outcomes. Many participants report increased confidence, stronger communication skills, and greater resilience, which extend into school, home, and community life.

In 2024-25, Horse Rangers introduced a Volunteering Badge to formally recognise and encourage the contributions of senior members who support younger Rangers. This initiative provides a clear progression pathway for older members, reinforces leadership and mentoring skills, and acknowledges the important role they play in sustaining the organisation's peer-led model. The badge serves as both a motivational tool and a record of community contribution, supporting future opportunities in education and employment.

In the year, funding was secured from the Hargreaves Foundation to support places for Rangers from low-income households attending the programme. While this partnership did not expand our reach, it ensured that socio-economically disadvantaged children within our existing membership could continue to access the benefits of regular equine activity, regardless of background or means.

**Horse Rangers RDA**

This year, our RDA (Riding for the Disabled) programme has continued to go from strength to strength, providing meaningful riding opportunities for children and young people with disabilities and additional needs. The number of weekly sessions increased from five in 2023/24 to seven in 2024/25, allowing more children and young people to benefit. As part of our commitment to accessibility, the number of subsidised places also increased during this period.

To support succession planning and ensure the continued delivery of high-quality sessions, two volunteers are in training to qualify as RDA coaches. This focus on developing future session leaders is essential for maintaining programme stability and supporting our existing coaches.

During the reporting period, two participants successfully transitioned from the RDA programme into our mainstream riding sessions. This progression highlights the developmental impact of equine-assisted activities, particularly in building confidence and supporting social engagement for young people with additional needs.

We were delighted to take part in the prestigious Royal Windsor Horse Show, where our riders entered the Fancy Dress Competition and were awarded first place, a joyful and celebratory moment that reflected the confidence and creativity of our group.

In addition, Horse Rangers took the largest number of riders to this year's RDA Regional Event Day, with nine individuals participating. Notably, three of these riders had been with us for less than six months, demonstrating the welcoming and progressive nature of our programme. Of the nine who took part, five riders qualified for the RDA National Championships in Gloucestershire. This included two of our newer members, who were able to compete at national level within months of starting their riding journey with us, an exceptional achievement made possible by their commitment and the supportive environment created by our volunteers.

These milestones highlight the effectiveness of our programme in supporting progression, inclusion, and participation at every level, from local activity to national competition.

**The Horse Rangers Association  
(Hampton Court) Limited**

**Report of the Trustees  
for the Year Ended 31 March 2025**

**Additional Activities and Events**

In 2024, we delivered a range of activities to support peer engagement and broaden our members' understanding of horses in wider contexts. As part of this, 26 Rangers and 6 volunteers visited the Royal Mews, where they learned about the role of horses in ceremonial duties, toured the historic stables, and viewed the State vehicles and carriages.

In July, the Musical Ride team was invited to attend an open day at the Horse Trust. Eight horses were transported for the trip, offering members a valuable opportunity to learn about horse welfare during travel. Accompanying the horses were 12 members, four volunteers, and four staff. Junior members were also invited to attend. A scavenger hunt was organised for the 18 participants, who were later encouraged to write a report reflecting on the important work carried out by the Horse Trust.

In September, The Big Weekend was held to present the annual Achievement Awards, recognising the dedication and progress of Rangers, Volunteers, and Supporters over the year. Awards included promotions to Officer roles, the Commandant's Award, and several long-standing trophies for exceptional contributions. The presentations concluded with the Raymond Gordon Trophy for outstanding volunteering and the Ranger of the Year award. Additionally, 12 awards were presented within the Riding for the Disabled (RDA) Squadrons, including the Senior RDA Horse Ranger of the Year.

In December, we hosted our annual carol service hosting 260 guests, including the Mayor of Richmond and the Mayor of Kingston. The event received highly positive feedback from attendees. Held at Hampton Court Palace in the Chapel Royal, the carol service brought together families, volunteers, and supporters to celebrate the festive season and the spirit of the Horse Rangers community.

Later in the season, 307 members and their families enjoyed a festive evening at the Hampton Court Palace ice rink. Thanks to a generous charity discount from the team at AGT, the event remained an accessible and affordable celebration for the whole community.

In 2025, we launched a Lecture Series aimed at raising awareness of careers within the equine industry. The series commenced with a visit to Liphook Hospital, providing Rangers with valuable insight into veterinary care and professional pathways. A total of ten sessions are planned for the year, supporting our mission to broaden participants' knowledge, inspire career aspirations, and strengthen their connection to the equine sector.

These visits and events supported both educational outcomes and social development for participating members.

**Fundraising**

Horse Rangers has experienced another challenging year, particularly in securing grant funding. While success in this area remains limited, we secured over £40,000 in grants in support of the RDA programme and the Supporting Families Fund. Funding streams were diversified through a successful crowdfunder to raise income towards a vet bill for one of our horses and the cost of winter feeding. A concerted effort was made by staff to minimise running costs, helping to maintain the sustainability of core activities.

The Trustees are extremely grateful for all funds received and would like to especially thank the following for their generous donations:

City Bridge Trust  
Duke of Edinburgh Trust  
Hargreaves Foundation  
Jack Petchey  
Patricia Routledge Foundation  
Rowan Bentall Trust  
Windsor Lions Club  
Windsor Eq Pr Ltd

**The Horse Rangers Association  
(Hampton Court) Limited**

**Report of the Trustees  
for the Year Ended 31 March 2025**

In addition, the Trustees would like to thank everyone who has donated to Horse Rangers via regular monthly payments and online giving, in support of some of our horse costs and vet bills. And to the generous regular support and donations from all those who contributed including The JAM Trust, Shotters and Byers and the many individual donors that have enabled Horse Rangers to continue our programmes with Riding for the Disabled and the development of our Supporting Families Fund.

Horse Rangers is especially grateful to the stable staff and volunteers who work very hard to ensure all our activities are a memorable and enjoyable experience for all.

**Governance and Safeguarding**

Throughout the year, Horse Rangers continued to invest in staff and volunteer training wherever possible. All necessary training was provided to ensure compliance with regulatory requirements and to uphold the highest standards of safety for all members.

Horse Rangers remains strongly committed to safeguarding and safety across all areas of the organisation. All members and volunteers aged 18 and over are required to hold an enhanced DBS check. In accordance with the safeguarding policy, those aged 16 and in a voluntary role are also subject to DBS checks. All staff, as well as Officers and above, are trained in first aid and have completed Level 1 safeguarding training. RDA Coaches and Trainee Coaches meet the nationally recognised standards set by the Riding for the Disabled Association (RDA).

The suitability, health, and welfare of all horses are managed to an exceptionally high standard by the Stable Manager and her team. Horse Rangers is registered with both the British Horse Society (BHS) and Richmond Council as a licensed Riding School, ensuring quality assurance in its facilities and equine care. The dedication and teamwork of the stable staff ensure that horses contribute positively to all areas of activity at Horse Rangers Association.

A summary of horse numbers and responsibilities is provided below: -

Responsibility	No. Horses
Mainstream work only	10
RDA and Mainstream	8
In retirement - used for teaching	3
Not in work due to illness	1
	<hr/>
	22
	<hr/>

**The Horse Rangers Association  
(Hampton Court) Limited**

**Report of the Trustees  
for the Year Ended 31 March 2025**

**FINANCIAL REVIEW**

**Financial position**

Horse Rangers has reported a gain of £14,124 (2024: £6,137) for the year. Principal funding sources are donations and grants.

Income of £680,741 (2024: £646,935) was higher than the previous year as the net result of: -

- Donations, primarily comprising monthly donations, of £584,867 (2024: £519,167) have increased due to a return to more normal levels of activity.
- Other income of £10,005 (2024: £6,843) increased due to more claims being made during the year for Veterinary insurance recovery.
- Grant income of £41,682 (2024: £93,758) decreased due to the challenging fundraising landscape, lack of a fundraiser for 6 months and a change in leadership.
- Other Trading Activities of £37,570 (2024: £26,217) increased due to the successful fundraising event to celebrate Horse Rangers 70 Birthday and a return to normal levels of activity in the school holidays.
- Investment income of £6,617 (2024: £950) increased.

Expenditure of £666,617 (2024: £640,798) increases due to expected rise in costs.

The net cash position has increased from £119,893 to £133,086 at relevant Balance Sheet dates.

During the year Management at Horse Rangers continued to pursue an ambitious and challenging fundraising programme to bridge the gap between income and costs.

The costs of providing each element of Horse Rangers activities are monitored against the funding received, highlighting where targeted efforts with respect to fundraising are required. Of particular note is the Supporting Families programme where opportunities are given to families who would otherwise struggle to access the experience HRA offers. Grants are awarded on the basis of eligibility and the cost of providing the service and each application is considered individually to ensure the right level of support is available. During the year 13 Rangers benefitted from funds raised to support this programme.

**Investment policy and objectives**

Horse Rangers holds absolute powers to invest its corporate reserves. The Board continues to review investment risks and rewards in the context of current market conditions. The policy is to place funds not required for day-to-day cash management into higher-yielding deposit accounts.

Accounts are maintained across five different banks and building societies to reduce exposure to individual financial institutions and to enhance investment returns. Each account remains covered under the Financial Services Compensation Scheme. Monitoring will continue to determine if opening additional accounts is necessary in the future.

Trustees regularly review banking arrangements to assess whether better interest rates can be achieved through alternative investment options, and to explore opportunities to reduce bank charges going forward.

**The Horse Rangers Association  
(Hampton Court) Limited**

**Report of the Trustees  
for the Year Ended 31 March 2025**

**FINANCIAL REVIEW**

**Reserves policy**

Our reserves policy focuses on our unrestricted reserves, being the funds at the discretion of the trustees. The appropriateness of the policy is reviewed by the trustees throughout the year, as is the free reserves balance. Our aim is to ensure that the level of unrestricted reserves is sufficient to protect our financial stability in case of any unexpected changes to income or expenditure. Due to the nature of our regular donation income we anticipate that any unforeseen decrease would continue to cover our direct costs. Therefore as a minimum our unrestricted reserves should cover 6 months indirect costs c. £80k. In order to further protect our financial stability, due to the illiquid nature of some of our unrestricted reserves, our free reserves should cover 3 months indirect costs c. £40k.

The trustees recognise that the challenging economic environment that has faced the UK continues and is increasing the pressure on organisations providing grants. As a result and to bolster our reserves the trustees are looking at possible new funding streams including corporate fundraising. Increased reserves would allow the organisation to invest further in its Supporting Families fund as well as look at new projects supporting the overall charitable objectives.

**Going concern**

Following appropriate enquiries, the Trustees are satisfied that the charity has sufficient resources to continue operating for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis. Further information on this assessment is provided within the accounting policies.

**FUTURE PLANS**

Horse Rangers believes no child should ride alone. Every child and young person can experience the life-changing benefits of horses, regardless of financial circumstances or physical and mental health challenges. We will continue to empower young lives through experiences with horses, building confidence, a sense of responsibility, and lasting friendships in a safe supportive space.

Our objectives for the next 3 years are to:

**Championing learning and growth:** To foster a culture of continuous learning and personal development by providing children and young people with hands-on opportunities to build confidence, develop skills, and deepen their understanding of horse care and riding in a supportive equestrian environment.

**Expand access for Socio-Economically Disadvantaged Children** To increase the number of financially supported places through our Supporting Families initiative, ensuring that more children from socio-economically disadvantaged backgrounds in our local area can access the transformative benefits of both Horse Rangers programmes.

**Launch an initiative to support young people identified as 'in need'** A dedicated initiative providing targeted support for children and young people in SEND (special educational needs and/or disabilities), children struggling with school attendance, looked after children, children in care, those referred to CAHMS (Child and Adolescent Mental Health Services) and children with neurodevelopmental conditions. Through participating in our programmes and expanding our reach through outreach projects. This programme responds to the increasing emotional and psychological challenges faced by our participants.

**To improve diversity within Horse Rangers by increasing participation from underrepresented communities in Richmond and Kingston.** To collect and review data to understand our current representation. To identify community partnerships and deliver outreach to encourage participation of underrepresented communities.

**Maintain Excellence in Stable Management and Horse Welfare** Maintain BHS accreditation and achieve 100% compliance in annual inspections by upholding high standards in horse care, stable management, and safety practices. Ensuring a consistently enriching and safe environment for all horses and members over the next 12 months..

**Strengthen financial resilience by diversifying income streams** including corporate sponsorship, grants, donations, and earned income, to ensure long-term sustainability and continued programme growth.

**Invest in Our People** Enhance training, support, and professional development opportunities for staff and volunteers, equipping them with the skills and confidence needed to deliver our mission effectively.

**The Horse Rangers Association  
(Hampton Court) Limited**

**Report of the Trustees  
for the Year Ended 31 March 2025**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The Horse Rangers Association (Hampton Court) Limited [thereafter HRA] is a Charitable Company, with the liability of its members limited to £10 each by guarantee. HRA is governed by its Memorandum and Articles and is registered for charitable purposes with the Charity Commission.

**Governing body**

HRA review annually the skills and competencies of the Board of Trustees to maintain the right level of knowledge, experience, and skill. Opportunities for training and support in their roles are provided as and when required. Trustee are recruited by advertising vacancies with online trustee recruitment portals and from within the HRA community. HRA Trustees are elected at a full board meeting with confirmation at the next annual general meeting, or when properly nominated at a general meeting. Consideration on eligibility is given to personal competence and specialist skills, and once elected they are delegated an area of responsibility.

**AUDITORS**

The auditors, Brewers Chartered Accountants, will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

05/09/2025

Approved by order of the board of trustees on ..... and signed on its behalf by:

*Liam Kearney*

Liam Kearney (Sep 5, 2025 17:40:07 GMT+1)

.....  
L G Kearney - Trustee

**The Horse Rangers Association  
(Hampton Court) Limited**

**Statement of Trustees' Responsibilities  
for the Year Ended 31 March 2025**

The trustees (who are also the directors of The Horse Rangers Association (Hampton Court) Limited for the purposes of company law) are responsible for preparing the Report of the Trustees 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 which 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 those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and 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 business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

**Report of the Independent Auditors to the Members of  
The Horse Rangers Association  
(Hampton Court) Limited**

**Opinion**

We have audited the financial statements of The Horse Rangers Association (Hampton Court) Limited (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, 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 (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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to 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.

**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 Report of the Independent Auditors thereon.

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.

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 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.

**Opinions 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**Report of the Independent Auditors to the Members of  
The Horse Rangers Association  
(Hampton Court) Limited**

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

In the light of the 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 Report of the Trustees.

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

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

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, 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.

**Report of the Independent Auditors to the Members of  
The Horse Rangers Association  
(Hampton Court) Limited**

**Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our discussions with the charity's management and the Trustees, we identified that the following laws and regulations are significant to the entity:

Those laws and regulations considered to have a direct effect on the financial statements include UK financial reporting standards and Charity Law.

Those laws and regulations for which non-compliance may be fundamental to the operating aspects of the charity and therefore may have a material effect on the financial statements include compliance with the charitable objectives, public benefit, safeguarding and health and safety legislation. These matters were discussed amongst the engagement team at the planning stage and the team remained alert to non-compliance throughout the audit.

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquires of management and the Trustees as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of Trustee meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

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

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

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members 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 members as a body, for our audit work, for this report, or for the opinions we have formed.



Andrew Skilton ACA (Senior Statutory Auditor)  
for and on behalf of Brewers Chartered Accountants  
Unit 3  
Birtley Courtyard  
Bramley  
Surrey  
GU5 0LA

Date: 08/09/2025 .....

**The Horse Rangers Association  
(Hampton Court) Limited**

**Statement of Financial Activities  
for the Year Ended 31 March 2025**

	Notes	Unrestricted fund £	Restricted fund £	<b>2025 Total funds £</b>	2024 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	<b>567,468</b>	<b>59,081</b>	<b>626,549</b>	612,925
Other trading activities	3	<b>32,791</b>	<b>4,779</b>	<b>37,570</b>	26,217
Investment income	4	<b>6,617</b>	-	<b>6,617</b>	950
Other income		<b>10,005</b>	-	<b>10,005</b>	6,843
<b>Total</b>		<b><u>616,881</u></b>	<b><u>63,860</u></b>	<b><u>680,741</u></b>	<u>646,935</u>
<b>EXPENDITURE ON</b>					
Raising funds	5	<b>17,934</b>	-	<b>17,934</b>	11,265
<b>Charitable activities</b>	6				
Resources expended		<b><u>586,635</u></b>	<b><u>62,048</u></b>	<b><u>648,683</u></b>	<u>629,533</u>
<b>Total</b>		<b><u>604,569</u></b>	<b><u>62,048</u></b>	<b><u>666,617</u></b>	<u>640,798</u>
<b>NET INCOME</b>		<b>12,312</b>	<b>1,812</b>	<b>14,124</b>	6,137
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		<b>96,990</b>	<b>43,061</b>	<b>140,051</b>	133,914
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b><u>109,302</u></b>	<b><u>44,873</u></b>	<b><u>154,175</u></b>	<u>140,051</u>

The notes form part of these financial statements

**The Horse Rangers Association  
(Hampton Court) Limited**

**Balance Sheet  
31 March 2025**

	Notes	Unrestricted fund £	Restricted fund £	2025 Total funds £	2024 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	12	<b>46,913</b>	<b>33,234</b>	<b>80,147</b>	95,141
Investments	13	<u>2</u>	<u>-</u>	<u>2</u>	<u>2</u>
		<b>46,915</b>	<b>33,234</b>	<b>80,149</b>	95,143
<b>CURRENT ASSETS</b>					
Stocks	14	<b>1,587</b>	-	<b>1,587</b>	2,654
Debtors	15	<b>40,935</b>	-	<b>40,935</b>	31,209
Cash at bank and in hand		<u><b>95,042</b></u>	<u><b>38,044</b></u>	<u><b>133,086</b></u>	<u>119,893</u>
		<b>137,564</b>	<b>38,044</b>	<b>175,608</b>	153,756
<b>CREDITORS</b>					
Amounts falling due within one year	16	<u><b>(63,299)</b></u>	<u><b>(26,405)</b></u>	<u><b>(89,704)</b></u>	<u>(87,120)</u>
<b>NET CURRENT ASSETS</b>		<u><b>74,265</b></u>	<u><b>11,639</b></u>	<u><b>85,904</b></u>	<u>66,636</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>121,180</b>	<b>44,873</b>	<b>166,053</b>	161,779
<b>CREDITORS</b>					
Amounts falling due after more than one year	17	<u><b>(11,878)</b></u>	-	<u><b>(11,878)</b></u>	<u>(21,728)</u>
<b>NET ASSETS</b>		<u><u><b>109,302</b></u></u>	<u><u><b>44,873</b></u></u>	<u><u><b>154,175</b></u></u>	<u><u>140,051</u></u>
<b>FUNDS</b>					
Unrestricted funds	19			<b>109,302</b>	96,990
Restricted funds				<u><b>44,873</b></u>	<u>43,061</u>
<b>TOTAL FUNDS</b>				<u><u><b>154,175</b></u></u>	<u><u>140,051</u></u>

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

The financial statements were approved by the Board of Trustees and authorised for issue on 05/09/2025 and were signed on its behalf by:

*Liam Kearney*  
Liam Kearney (Sep 5, 2025 17:40:05 GMT+1)  
 L G Kearney - Trustee

The notes form part of these financial statements

**The Horse Rangers Association  
(Hampton Court) Limited**

**Cash Flow Statement  
for the Year Ended 31 March 2025**

	Notes	2025 £	2024 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	<b>51,925</b>	4,523
Interest paid		<b>(1,593)</b>	(1,535)
Net cash provided by operating activities		<b><u>50,332</u></b>	<u>2,988</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		<b>(7,403)</b>	(625)
Sale of tangible fixed assets		<b>750</b>	-
Interest received		<b><u>6,617</u></b>	<u>950</u>
Net cash (used in)/provided by investing activities		<b><u>(36)</u></b>	<u>325</u>
<b>Cash flows from financing activities</b>			
Loan repayments in year		<b><u>(9,597)</u></b>	<u>(9,598)</u>
Net cash used in financing activities		<b><u>(9,597)</u></b>	<u>(9,598)</u>
<b>Change in cash and cash equivalents in the reporting period</b>			
<b>Cash and cash equivalents at the beginning of the reporting period</b>	2	<b><u>92,387</u></b>	<u>98,672</u>
<b>Cash and cash equivalents at the end of the reporting period</b>	2	<b><u><u>133,086</u></u></b>	<u><u>92,387</u></u>

The notes form part of these financial statements

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Cash Flow Statement  
for the Year Ended 31 March 2025**

**1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	2025 £	2024 £
<b>Net income for the reporting period (as per the Statement of Financial Activities)</b>	<b>14,124</b>	6,137
<b>Adjustments for:</b>		
Depreciation charges	<b>22,397</b>	23,365
Profit on disposal of fixed assets	<b>(750)</b>	-
Interest received	<b>(6,617)</b>	(950)
Interest paid	<b>1,593</b>	1,535
Decrease/(increase) in stocks	<b>1,067</b>	(2,654)
Increase in debtors	<b>(9,726)</b>	(12,065)
Increase/(decrease) in creditors	<b>29,837</b>	(10,845)
<b>Net cash provided by operations</b>	<b><u>51,925</u></b>	<b><u>4,523</u></b>

**2. ANALYSIS OF CASH AND CASH EQUIVALENTS**

	2025 £	2024 £
Cash in hand	<b>112</b>	257
Notice deposits (less than 3 months)	<b>132,974</b>	119,636
Overdrafts included in bank loans and overdrafts falling due within one year	<b>-</b>	(27,506)
<b>Total cash and cash equivalents</b>	<b><u>133,086</u></b>	<b><u>92,387</u></b>

**3. ANALYSIS OF CHANGES IN NET FUNDS**

	At 1.4.24 £	Cash flow £	At 31.3.25 £
<b>Net cash</b>			
Cash at bank and in hand	<b>119,893</b>	<b>13,193</b>	<b>133,086</b>
Bank overdraft	<b><u>(27,506)</u></b>	<b><u>27,506</u></b>	<b><u>-</u></b>
	<b><u>92,387</u></b>	<b><u>40,699</u></b>	<b><u>133,086</u></b>
<b>Debt</b>			
Debts falling due within 1 year	<b>(9,969)</b>	<b>(253)</b>	<b>(10,222)</b>
Debts falling due after 1 year	<b><u>(21,728)</u></b>	<b><u>9,850</u></b>	<b><u>(11,878)</u></b>
	<b><u>(31,697)</u></b>	<b><u>9,597</u></b>	<b><u>(22,100)</u></b>
<b>Total</b>	<b><u>60,690</u></b>	<b><u>50,296</u></b>	<b><u>110,986</u></b>

The notes form part of these financial statements

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Financial Statements  
for the Year Ended 31 March 2025**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

The financial statements have been prepared on a going concern basis. The Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising the financial statements taking into account the known commitments. The Trustees have concluded that sufficient cash reserves remain available for at least the next 12 months for the Company to be able to continue as a going concern.

**Preparation of consolidated financial statements**

The financial statements contain information about The Horse Rangers Association (Hampton Court) Limited as an individual company and do not contain consolidated financial information as the parent of a group. The charity is exempt under Section 399(2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

**Income**

**Contributions**

Contributions which are voluntary are recognised when the charity is entitled to receipt.

**Donations and Grants**

Donations and grants relate to contributions made by individuals and organisations and are recognised when there is a probability of receipt, and the amount can be measured with reasonable certainty. Grants with performance conditions are only recognised once conditions have been met.

**Gift Aid**

Gift aid is recognised at the same time as the related donation.

**Trading Income**

Trading income relates to commission made on uniforms sold by PSL Team Sports, sales of badges and money raised from additional lessons and hacks offered to members and volunteers. Trading income is recognised when receivable.

**Fundraising Income**

Income from events is recognised in the period in which the event takes place.

**Other Income**

Other income is Veterinary Insurance recovery and is recognised in the period to which the claim relates.

**Interest**

Interest is recognised on an accruals basis.

**Direct and overhead expenditure**

Expenditure is recognised on an accrual's basis. Certain expenditure is directly attributable to specific activities and has been included in those cost categories. The irrecoverable element of VAT is included with the item of expense to which it relates. Charitable Activities includes staff costs, insurance, horse costs, plus a proportion of support costs. Raising funds includes the costs associated with fundraising and a proportion of central support costs. Governance costs include legal advice and audit. Support costs have been allocated according to percentage of time spent by employees on charitable activities, cost of generating funds and governance.

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2025**

**1. ACCOUNTING POLICIES - continued**

**Tangible fixed assets**

Fixed Assets are stated at cost less depreciation and impairment charges. Fixed assets below £100 are not capitalised. Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Horses and Equipment - 10% / 25% straight line  
Computer Equipment - 33% straight line  
Motor Vehicles - 25% straight line

The carrying value of fixed assets are reviewed annually to consider impairment.

**Stocks**

Stocks, comprising goods for resale, are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

**Taxation**

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

**Fund accounting**

Unrestricted funds are donations and other income receivable not subject to any restrictions. Restricted funds are grants and donations to be used for specific purposes as laid down by the donor and are deferred where conditions of the grant require it.

**Pension costs and other post-retirement benefits**

The Charity operates a defined contribution scheme, operated by Royal London. Costs are included in staff pension costs. Costs recognised are equivalent to the contribution in the year and are recognised on an accrual's basis.

**Estimates and judgements**

In preparing the accounts it is necessary to make certain judgement, estimates and assumptions that affect the amounts recognised in the financial statements. The charity estimates the useful lives of fixed assets based on the period over which the assets are expected to be available for use. The estimated lives are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear. There is no change in estimated useful lives on 31 March 2025.

**2. DONATIONS AND LEGACIES**

	<b>2025</b>	2024
	<b>£</b>	£
Monthly donations	<b>448,826</b>	424,481
Donations	<b>13,292</b>	12,272
Gift aid	<b>111,521</b>	73,200
RDA contributions	<b>11,228</b>	9,214
Grants	<b><u>41,682</u></b>	<u>93,758</u>
	<b><u>626,549</u></b>	<u>612,925</u>

Grants received, included in the above, as as follows:

<b>Funder</b>	<b>Purpose</b>	<b>Value (£)</b>
Jam Trust		<b>3,500</b>
The Duke of Edinburgh		<b>2,000</b>
Rowan Bentall Trust		<b>1,000</b>
City Bridge Trust	RDA	<b>30,000</b>
P Routledge Trust	RDA	<b>2,000</b>
Hargreaves	Supporting Families	<b>21,060</b>
Jack Petchey	Fun activities and projects	<b><u>5,182</u></b>

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2025**

**2. DONATIONS AND LEGACIES - continued**

**64,742**

Some grants have been deferred to the following year in accordance with the donor's specifications.

**3. OTHER TRADING ACTIVITIES**

	<b>2025</b>	2024
	<b>£</b>	£
Fundraising events	<b>25,647</b>	14,979
Shop income	<b>3,003</b>	2,238
Sponsorships	<b>8,920</b>	9,000
	<b><u>37,570</u></b>	<u>26,217</u>

**4. INVESTMENT INCOME**

	<b>2025</b>	2024
	<b>£</b>	£
Deposit account interest	<b>6,617</b>	950

**5. RAISING FUNDS**

**Raising donations and legacies**

	<b>2025</b>	2024
	<b>£</b>	£
Support cost allocation	<b>3,838</b>	3,086
Sundries	<b>12,984</b>	7,031
Carol service	<b>1,112</b>	1,148
	<b><u>17,934</u></b>	<u>11,265</u>

**6. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £	Support costs (see note 7) £	Totals £
Resources expended	<b><u>508,445</u></b>	<b><u>140,238</u></b>	<b><u>648,683</u></b>

**7. SUPPORT COSTS**

	Other £	Governance costs £	Totals £
Resources expended	<b><u>120,187</u></b>	<b><u>20,051</u></b>	<b><u>140,238</u></b>

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2025**

**7. SUPPORT COSTS - continued**

Support costs, included in the above, are as follows:

	<b>2025</b>	2024
	Resources expended	Total activities
	£	£
Wages	<b>62,503</b>	<b>102,789</b>
Social security	<b>4,752</b>	<b>8,341</b>
Pensions	<b>1,544</b>	<b>1,917</b>
Light and heat	<b>1,256</b>	<b>1,005</b>
Postage and stationery	<b>1,410</b>	<b>1,862</b>
Sundries	<b>1,101</b>	<b>798</b>
Refuse	<b>1,079</b>	<b>149</b>
Telephone	<b>1,730</b>	<b>1,553</b>
Payroll fees	<b>1,231</b>	<b>909</b>
Computer costs	<b>5,259</b>	<b>5,679</b>
Relocation costs	<b>627</b>	<b>673</b>
Staff welfare	<b>2,468</b>	<b>2,178</b>
Rent	<b>34,483</b>	<b>12,723</b>
Bank charges	<b>4,582</b>	<b>5,207</b>
Support cost allocation	<b>(3,838)</b>	<b>(3,086)</b>
Auditors' remuneration	<b>12,202</b>	<b>8,520</b>
Legal fees	<b>6,256</b>	<b>1,793</b>
Interest payable and similar charges	<b>1,593</b>	<b>1,535</b>
	<b><u>140,238</u></b>	<b><u>154,545</u></b>

**8. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	<b>2025</b>	2024
	£	£
Auditors' remuneration	<b>12,202</b>	8,520
Depreciation - owned assets	<b>22,397</b>	23,364
Surplus on disposal of fixed assets	<b>(750)</b>	-

Included within Auditors' remuneration are fees for other services. The current year also includes an under accrual from the prior year of £1,620.

**9. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 March 2025 nor for the year ended 31 March 2024.

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2025**

**10. STAFF COSTS**

	<b>2025</b>	2024
	<b>£</b>	£
Wages and salaries	<b>301,557</b>	323,454
Social security costs	<b>10,329</b>	24,125
Other pension costs	<b>7,071</b>	7,818
	<b><u>318,957</u></b>	<u>355,397</u>

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

	<b>2025</b>	2024
Support staff	<b>3</b>	3
Charitable staff	<b>11</b>	11
	<b><u>14</u></b>	<u>14</u>

No employees received emoluments in excess of £60,000.

The Trustees consider the key management personnel to comprise the Director and the Stable Manager. The total compensation paid to key management personnel in the year was £89,911 (2024: £102,442).

**11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted fund £	Restricted fund £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	478,155	134,770	612,925
Other trading activities	26,092	125	26,217
Investment income	950	-	950
Other income	<u>6,843</u>	<u>-</u>	<u>6,843</u>
<b>Total</b>	<u>512,040</u>	<u>134,895</u>	<u>646,935</u>
<b>EXPENDITURE ON</b>			
Raising funds	11,265	-	11,265
<b>Charitable activities</b>			
Resources expended	<u>499,937</u>	<u>129,596</u>	<u>629,533</u>
<b>Total</b>	<u>511,202</u>	<u>129,596</u>	<u>640,798</u>
<b>NET INCOME</b>	838	5,299	6,137
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	<u>96,152</u>	<u>37,762</u>	<u>133,914</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u><u>96,990</u></u>	<u><u>43,061</u></u>	<u><u>140,051</u></u>

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2025**

**12. TANGIBLE FIXED ASSETS**

	Horses £	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>					
At 1 April 2024	<b>69,645</b>	<b>147,310</b>	<b>30,668</b>	<b>7,972</b>	<b>255,595</b>
Additions	<b>5,000</b>	<b>2,403</b>	-	-	<b>7,403</b>
Disposals	-	-	<b>(12,668)</b>	-	<b>(12,668)</b>
At 31 March 2025	<b><u>74,645</u></b>	<b><u>149,713</u></b>	<b><u>18,000</u></b>	<b><u>7,972</u></b>	<b><u>250,330</u></b>
<b>DEPRECIATION</b>					
At 1 April 2024	<b>43,546</b>	<b>89,162</b>	<b>21,668</b>	<b>6,078</b>	<b>160,454</b>
Charge for year	<b>4,867</b>	<b>11,610</b>	<b>4,500</b>	<b>1,420</b>	<b>22,397</b>
Eliminated on disposal	-	-	<b>(12,668)</b>	-	<b>(12,668)</b>
At 31 March 2025	<b><u>48,413</u></b>	<b><u>100,772</u></b>	<b><u>13,500</u></b>	<b><u>7,498</u></b>	<b><u>170,183</u></b>
<b>NET BOOK VALUE</b>					
At 31 March 2025	<b><u>26,232</u></b>	<b><u>48,941</u></b>	<b><u>4,500</u></b>	<b><u>474</u></b>	<b><u>80,147</u></b>
At 31 March 2024	<b><u>26,099</u></b>	<b><u>58,148</u></b>	<b><u>9,000</u></b>	<b><u>1,894</u></b>	<b><u>95,141</u></b>

Restricted assets comprise a mechanical horse with net book value of £32,760 classified in Fixtures and Fittings and 3 restricted horses (2024:3) for Riding for the Disabled with a net book value of £474 (2024:£1,021) classified in Horses.

**13. FIXED ASSET INVESTMENTS**

	Shares in group undertakings £
<b>MARKET VALUE</b>	
At 1 April 2024 and 31 March 2025	<b><u>2</u></b>
<b>NET BOOK VALUE</b>	
At 31 March 2025	<b><u>2</u></b>
At 31 March 2024	<b><u>2</u></b>

There were no investment assets outside the UK.

The company has two 100% owned subsidiaries, each comprising a £1 investment in the ordinary share capital.

Horse Rangers No.1 Limited will act as a trading subsidiary.

Horse Rangers Association Limited has been incorporated to protect and promote the identity, interests, intellectual property and mode of operation of The Horse Rangers Association (Hampton Court) Ltd.

Neither company traded during the year. Reserves as at 31 March 2025 were £1 each.

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2025**

<b>14. STOCKS</b>		
	<b>2025</b>	2024
	<b>£</b>	£
Stocks	<b><u>1,587</u></b>	<u>2,654</u>
<b>15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>		
	<b>2025</b>	2024
	<b>£</b>	£
Other debtors	<b>24,203</b>	14,401
Prepayments	<b><u>16,732</u></b>	<u>16,808</u>
	<b><u>40,935</u></b>	<u>31,209</u>
<b>16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>		
	<b>2025</b>	2024
	<b>£</b>	£
Bank loans and overdrafts (see note 18)	<b>10,222</b>	37,475
Trade creditors	<b>15,679</b>	23,518
Social security and other taxes	<b>5,666</b>	6,375
Other creditors	<b>428</b>	945
Deferred income	<b>26,406</b>	10,463
Accrued expenses	<b><u>31,303</u></b>	<u>8,344</u>
	<b><u>89,704</u></b>	<u>87,120</u>
<b>17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR</b>		
	<b>2025</b>	2024
	<b>£</b>	£
Bank loans (see note 18)	<b><u>11,878</u></b>	<u>21,728</u>

The charity received a Government backed 'bounce back' loan in April 2021. The loan is repayable of 6 years, commencing May 2022. Interest is charged at a rate of 2.5% and no interest is payable for the first year.

Loan debts owed to HSBC are secured by a fixed and floating charge over all assets owned by the Charity.

**18. LOANS**

An analysis of the maturity of loans is given below:

	<b>2025</b>	2024
	<b>£</b>	£
Amounts falling due within one year on demand:		
Bank overdrafts	-	27,506
Bank loans	<b><u>10,222</u></b>	<u>9,969</u>
	<b><u>10,222</u></b>	<u>37,475</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<b><u>11,878</u></b>	<u>21,728</u>

**The Horse Rangers Association  
(Hampton Court) Limited  
Notes to the Financial Statements - continued  
for the Year Ended 31 March 2025**

**19. MOVEMENT IN FUNDS**

	At 1.4.24 £	Net movement in funds £	At 31.3.25 £
<b>Unrestricted funds</b>			
General fund	<b>96,990</b>	<b>12,312</b>	<b>109,302</b>
<b>Restricted funds</b>			
Restricted fund	<b>43,061</b>	<b>1,812</b>	<b>44,873</b>
<b>TOTAL FUNDS</b>	<b><u>140,051</u></b>	<b><u>14,124</u></b>	<b><u>154,175</u></b>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	<b>616,881</b>	<b>(604,569)</b>	<b>12,312</b>
<b>Restricted funds</b>			
Restricted fund	<b>63,860</b>	<b>(62,048)</b>	<b>1,812</b>
<b>TOTAL FUNDS</b>	<b><u>680,741</u></b>	<b><u>(666,617)</u></b>	<b><u>14,124</u></b>

**Comparatives for movement in funds**

	At 1.4.23 £	Net movement in funds £	At 31.3.24 £
<b>Unrestricted funds</b>			
General fund	96,152	838	96,990
<b>Restricted funds</b>			
Restricted fund	37,762	5,299	43,061
<b>TOTAL FUNDS</b>	<b><u>133,914</u></b>	<b><u>6,137</u></b>	<b><u>140,051</u></b>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	512,040	(511,202)	838
<b>Restricted funds</b>			
Restricted fund	134,895	(129,596)	5,299
<b>TOTAL FUNDS</b>	<b><u>646,935</u></b>	<b><u>(640,798)</u></b>	<b><u>6,137</u></b>

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2025**

**19. MOVEMENT IN FUNDS - continued**

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

	At 1.4.23 £	Net movement in funds £	At 31.3.25 £
<b>Unrestricted funds</b>			
General fund	96,152	13,150	109,302
<b>Restricted funds</b>			
Restricted fund	37,762	7,111	44,873
	<u>133,914</u>	<u>20,261</u>	<u>154,175</u>
<b>TOTAL FUNDS</b>			

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	1,128,921	(1,115,771)	13,150
<b>Restricted funds</b>			
Restricted fund	198,755	(191,644)	7,111
	<u>1,327,676</u>	<u>(1,307,415)</u>	<u>20,261</u>
<b>TOTAL FUNDS</b>			

**20. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31 March 2025.

**The Horse Rangers Association  
(Hampton Court) Limited**

**Detailed Statement of Financial Activities  
for the Year Ended 31 March 2025**

	2025 £	2024 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Monthly donations	<b>448,826</b>	424,481
Donations	<b>13,292</b>	12,272
Gift aid	<b>111,521</b>	73,200
RDA contributions	<b>11,228</b>	9,214
Grants	<b><u>41,682</u></b>	<u>93,758</u>
	<b>626,549</b>	612,925
<b>Other trading activities</b>		
Fundraising events	<b>25,647</b>	14,979
Shop income	<b>3,003</b>	2,238
Sponsorships	<b><u>8,920</u></b>	<u>9,000</u>
	<b>37,570</b>	26,217
<b>Investment income</b>		
Deposit account interest	<b>6,617</b>	950
<b>Other income</b>		
Insurance recovery	<b><u>10,005</u></b>	<u>6,843</u>
<b>Total incoming resources</b>	<b>680,741</b>	646,935
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Support cost allocation	<b>3,838</b>	3,086
Sundries	<b>12,984</b>	7,031
Carol service	<b><u>1,112</u></b>	<u>1,148</u>
	<b>17,934</b>	11,265
<b>Charitable activities</b>		
Wages	<b>239,054</b>	220,665
Social security	<b>5,577</b>	15,784
Pensions	<b>5,527</b>	5,901
Purchase of hay and feed	<b>56,172</b>	46,766
Insurance	<b>45,958</b>	42,908
Veterinary expenses	<b>44,025</b>	30,826
Farrier expenses	<b>36,128</b>	31,814
Waste disposal	<b>20,368</b>	20,851
Repairs and maintenance	<b>2,443</b>	2,390
Motor expenses	<b>12,202</b>	14,687
Staff training and welfare	<b>2,917</b>	2,420
Health and safety	<b>13,604</b>	13,802
Other charitable costs	<b>2,823</b>	2,608
Advertising	<b>-</b>	201
Fixtures and fittings	<b>16,476</b>	16,411
Carried forward	<b>503,274</b>	468,034

This page does not form part of the statutory financial statements

**The Horse Rangers Association  
(Hampton Court) Limited**

**Detailed Statement of Financial Activities  
for the Year Ended 31 March 2025**

	2025 £	2024 £
<b>Charitable activities</b>		
Brought forward	<b>503,274</b>	468,034
Motor vehicles	<b>4,500</b>	5,400
Computer equipment	<b>1,421</b>	1,554
Loss on sale of tangible fixed assets	<b>(750)</b>	-
	<b>508,445</b>	474,988
<b>Support costs</b>		
<b>Other</b>		
Wages	<b>62,503</b>	102,789
Social security	<b>4,752</b>	8,341
Pensions	<b>1,544</b>	1,917
Light and heat	<b>1,256</b>	1,005
Postage and stationery	<b>1,410</b>	1,862
Sundries	<b>1,101</b>	798
Refuse	<b>1,079</b>	149
Telephone	<b>1,730</b>	1,553
Payroll fees	<b>1,231</b>	909
Computer costs	<b>5,259</b>	5,679
Relocation costs	<b>627</b>	673
Staff welfare	<b>2,468</b>	2,178
Rent	<b>34,483</b>	12,723
Bank charges	<b>4,582</b>	5,207
Support cost allocation	<b>(3,838)</b>	(3,086)
	<b>120,187</b>	142,697
<b>Governance costs</b>		
Auditors' remuneration	<b>12,202</b>	8,520
Legal fees	<b>6,256</b>	1,793
Bank interest	<b>1,593</b>	1,535
	<b>20,051</b>	11,848
Total resources expended	<b>666,617</b>	640,798
<b>Net income</b>	<b>14,124</b>	6,137

The Horse Rangers Association (Hampton Court) Limited  
Constable's Boatyard  
Thames Street  
Hampton  
Surrey TW12 2EW

Brewers Chartered Accountants  
3 Birtley Courtyard  
Bramley  
Surrey GU5 0LA

20<sup>th</sup> August 2025

Dear Sirs,

**LETTER OF REPRESENTATION FOR THE YEAR ENDED 31 MARCH 2025**

We confirm that the following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience and where appropriate, of inspection of supporting documentation, sufficient to satisfy ourselves that we can properly make each of the following representations to you in connection with your audit of the charitable company's financial statements for the year ended 31 March 2025.

We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that so far as we are aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware. Each trustee has taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that you are aware of that information.

Financial Statements:

1. We acknowledge, and have fulfilled, as trustees (who are also Directors of the charitable company), our collective responsibility under the Companies Act 2006 for presenting financial statements (in accordance with the Companies Act 2006 and United Kingdom Accounting Standards), which give a true and fair view of the financial position of the charitable company at the reporting date, and of its result for the period then ended, and for making accurate representations to you. We confirm that we have approved the financial statements for the year ended 31 March 2025.
2. We confirm that the accounting policies adopted for the preparation of the financial statements are the most appropriate to the circumstances in which the charitable company operates.
3. We confirm that the methods, data and significant assumptions used in making accounting estimates and their related disclosures are appropriate to achieve recognition, measurement and disclosure that is reasonable in the context of the applicable financial reporting framework.
4. Other than as disclosed in the financial statements, the charitable company has not entered into any transactions involving trustees, officers or other related parties, which require disclosure under the Companies Act, SORP or Financial Reporting Standards.

If relevant, appropriate disclosure has been made of the control of the charitable company.

5. We have disclosed all known or possible litigation and claims whose effects should be considered when preparing the financial statements and these have been disclosed in accordance with the requirements of accounting standards.
6. All grants, donations and other incoming resources, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions during the period in the application of such incoming resources.
7. The financial statements of the charitable company have been prepared on the going concern basis as we believe that adequate cash resources will be available to cover the charitable company's requirements for working capital and capital expenditure for at least the next twelve months. We are not aware of any other factors which could put into jeopardy the charitable company's going concern status during or beyond this period.
8. There have been no events since the reporting date which necessitate revision of the figures included in the financial statements or inclusion of a note thereto. Should further material events occur, which may necessitate revision of the figures included in the financial statements or inclusion of a note thereto, we will advise you accordingly.
9. We confirm that we have been notified by you that either no unadjusted or only clearly trivial errors were identified during the audit.
10. We confirm that we have agreed the adjustments appended to this letter which have been made to the Statement of Financial Activity and the Balance Sheet which we presented to you for audit.
11. We confirm we have no plans or intentions that may materially affect the carrying value or classification of any assets and liabilities reflected in the financial statements.
12. We confirm that after the audit report has been signed, we will circulate a copy of our annual report to every member of the charitable company, every holder of the company's debentures and every other person entitled to receive notice of general meetings, as required by section 423, Companies Act 2006.

Information provided:

13. All the accounting records have been made available to you for the purpose of your audit and all the transactions undertaken by the charitable company have been properly reflected and recorded in the accounting records. We have provided to you all other information requested and given unrestricted access to persons within the entity from whom you have deemed it necessary to speak to. All other records and relevant information, including minutes of all trustees', members', and management meetings, have been made available to you.
14. Other than those disclosed in the financial statements we are not aware of any material liabilities, provisions, contingent liabilities, contingent assets or contracted for capital commitments, that need to be provided for or disclosed in the financial statements.

15. We confirm that the charitable company has had no non-routine communication with Charity Commission during or since the period of which you are unaware. We confirm that no transactions or arrangements occurred in the period for which we needed Charity Commission approval.
16. We have reviewed the affairs of the charitable company and confirm that no income or gains are subject to corporation tax. We have also reviewed the VAT treatment in relation to contractual services provided by the charity and confirm that VAT has been correctly accounted for.
17. We confirm that the charity has adequate procedures in place to identify intangible income and all intangible income has been appropriately valued and included in the financial statements.
18. The charitable company has satisfactory title to all assets and there are no liens or encumbrances on the company's assets.
19. We confirm that the functional currency of the charitable company is Sterling.
20. We confirm that we have reviewed all material tangible fixed assets, intangible fixed assets and fixed asset investments (other than those carried at fair value) and consider that no impairment review was necessary, as there were no indications of impairment.
21. We confirm that we have notified you of all related party relationships, and transactions that the charitable company has entered into with those related parties during the year of which we are aware.
22. We acknowledge our responsibility for the design and implementation of internal controls to prevent and detect errors or fraud, and have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud. We are unaware of any irregularities, including fraud and suspected fraud, involving management, employees or others who have significant roles in internal control, or those employed by the charitable company where the fraud could have a material effect on the financial statements. No allegations of such irregularities or breaches have come to our notice.
23. We are unaware of any breaches or possible breaches of statute, regulations, contracts, agreements or the charitable company's Memorandum and Articles of Association which might result in the charitable company suffering significant penalties or other loss. No allegations of such irregularities or breaches have come to our notice.
24. We confirm that we have been notified by you that there are no matters which you are required to raise with us to comply with your profession's ethical guidance.

Yours faithfully

Liam Kearney  
Liam Kearney (Sep 5, 2025 17:40:05 GMT+1)

Signed on behalf of the Board of Trustees (those charged with governance)









# HORSE RANGERS - FINAL ACCOUNTS

Final Audit Report

2025-09-08

Created:	2025-08-20
By:	Victoria Knight (vknight@bg-brewers.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAA4jto8msxHbK_Ta7dPhKnI6832KH-tKU

## "HORSE RANGERS - FINAL ACCOUNTS" History

-  Document created by Victoria Knight (vknight@bg-brewers.com)  
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-  Document emailed to Liam Kearney (liam.kearney@powerday.co.uk) for signature  
2025-08-20 - 10:29:31 AM GMT
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2025-09-05 - 4:39:31 PM GMT
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Signature Date: 2025-09-05 - 4:40:05 PM GMT - Time Source: server
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-  Email viewed by Jonathan Skilton (jskilton@bg-brewers.com)  
2025-09-08 - 4:04:25 PM GMT
-  Document e-signed by Jonathan Skilton (jskilton@bg-brewers.com)  
Signature Date: 2025-09-08 - 4:05:01 PM GMT - Time Source: server
-  Agreement completed.  
2025-09-08 - 4:05:01 PM GMT

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT)LIMITED**

England & Wales - Charity number 1098257

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# Accounts

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REGISTERED COMPANY NUMBER: 04712789 (England and Wales)  
REGISTERED CHARITY NUMBER: 1098257

**Report of the Trustees and  
Financial Statements for the Year Ended 31 March 2024 for  
The Horse Rangers Association (Hampton Court) Limited**

Brewers Chartered Accountants  
Bourne House  
Queen Street  
Gomshall  
Surrey  
GU5 9LY

THURSDAY



A14 \*ADGBLW95\* #98  
21/11/2024  
COMPANIES HOUSE

**The Horse Rangers Association  
(Hampton Court) Limited**

**Contents of the Financial Statements  
for the Year Ended 31 March 2024**

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**The Horse Rangers Association  
(Hampton Court) Limited**

**Reference and Administrative Details  
for the Year Ended 31 March 2024**

<b>TRUSTEES</b>	R Board (appointed 12.9.23) N J Harrison (appointed 12.10.23) M J Hockley L G Kearney H H Player G C Ractliffe J C Schomberg J P Clay (resigned 1.11.23) M Gale (appointed 12.9.23) (resigned 20.9.23)
<b>COMPANY SECRETARY</b>	L G Kearney
<b>REGISTERED OFFICE</b>	Bourne House Queen Street Gomshall Surrey GU5 9LY
<b>REGISTERED COMPANY NUMBER</b>	04712789 (England and Wales)
<b>REGISTERED CHARITY NUMBER</b>	1098257
<b>AUDITORS</b>	Brewers Chartered Accountants Bourne House Queen Street Gomshall Surrey GU5 9LY
<b>BANKERS</b>	HSBC Bank PLC 54 Clarence Street Kingston Upon Thames Surrey KT1 1NS

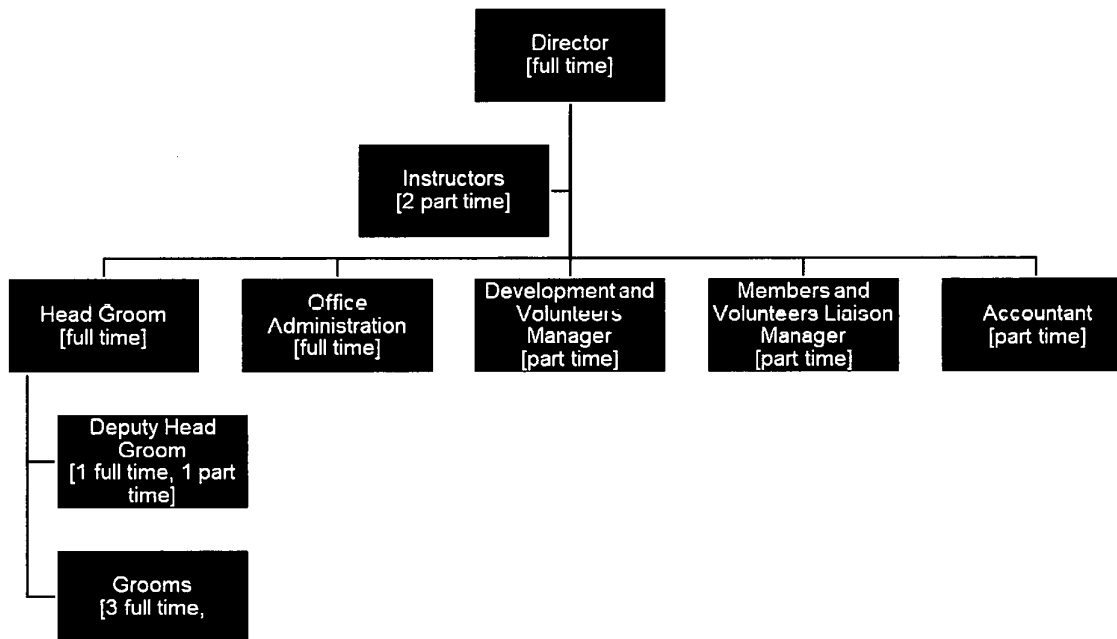
**The Horse Rangers Association  
(Hampton Court) Limited**

**Report of the Trustees  
for the Year Ended 31 March 2024**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024. The trustees have adopted the provisions of 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).

During the year meetings are held on a regular basis with Trustees, the Director, and other key individuals attending, when necessary (e.g., Safeguarding Lead, Fundraiser etc.), to determine the general policy of the charity and review its results and overall management and control. The Board of Trustees as a whole take responsibility for all policies and procedures relevant for HRA.

The work of implementing the policies and managing the day to day running of the organisation is conducted by the Director, and details of the current staffing is provided as per organisation chart below.



As at the date of this report the Director of HRA is Jeremy Richardson and the Development and Volunteers Manager also acts as the Safeguarding Lead.

The Board of Trustees recognises its responsibility to ensure that adequate risk management procedures are both in place and implemented to ensure a safe working environment. The Board has accountability for reviewing and approving the adequacy and effectiveness of internal controls operated by the charity. A risk register is maintained which identifies areas in which the organisation might be vulnerable or on which we need to focus attention, this is managed by Hugh Player, who reviews the register on a regular basis with the Director and Trustees, either individually or at Trustee Meetings. At each meeting, the Board of Trustees receives and monitors reports on Health and Safety, GDPR compliance and Safeguarding.

HRA have been based at the Royal Mews since 1963. The Royal Mews is a Grade 1 Listed building owned and maintained by the Royal Household (our Landlords), and as a result of the regular review by them on the condition of the premises, they have identified the need for some extensive renovations and refurbishments. HRA were advised by our landlords that we needed to vacate the Royal Mews by 30 September 2022, to which we complied, this is only envisaged as temporary, and we are liaising with the landlords as to their schedule of works. We have been granted use of land owned by the Royal Household at the Royal Paddocks, field shelters and buildings, this land is close-by and in turn is within Bushy Park. Building works and refurbishments to the Royal Mews have not started and are due to take a further 18-24 months with a start time now envisaged of April 2025. Office space has also been secured nearby at Constables Boatyard and we continue to enjoy our longstanding use of the Stockyard and riding in Bushy Park.

**The Horse Rangers Association  
(Hampton Court) Limited**

**Report of the Trustees  
for the Year Ended 31 March 2024**

The charity retains Citation Ltd as specialist advisers on Human Resources, Employment Law and Health and Safety. As part of their contract Citation undertake a Health and Safety Executive (HSE) audit of the premises each year. The Charity is a member of the National Council of Voluntary Organisations (NCVO), the largest umbrella body for the voluntary and community sector in England. The NCVO highlights changes in government policies and legislation to its members.

HRA is registered as a riding establishment with the London Borough of Richmond upon Thames and as an approved riding centre with the British Horse Society (BHS). As such, it is inspected annually by each of these bodies. In the most recent BHS inspection, HRA was awarded Highly Commended in all areas and Fully Compliant within Safeguarding.

As a Member Group of the Riding for the Disabled Association (RDA), our Special Needs RDA Coaches, RDA Assistant Coaches and RDA Trainee Coaches are assessed on a regular basis to ensure that riding sessions are being delivered to standard. The RDA Regional Coach visits several times during the year to ensure quality is maintained and any development needs are addressed as appropriate.

All staff, adult volunteers, and members over 18 years' old who have direct access to children or adults at risk, complete an Enhanced Disclosure and Barring Service check. They are also required to adhere to the training requirements set out the Safeguarding: Protecting Children and Adults at Risk Policy, which is reviewed annually. The Charity employs a member of staff who acts as Safeguarding Lead, and she is supported by deputy Safeguarding Leads.

All members, staff, and volunteers accept that riding involves taking risks. These are minimised by careful training and supervision. There are established procedures in place for dealing with accidents, and an analysis of incidents is reported, with a view to identifying problem areas and mitigating future risks. It should be noted that each horse has a weight carrying limit and that any rider above the relevant limit may be restricted or unable to ride.

**OBJECTIVES AND ACTIVITIES**

**Objectives and aims**

In setting objectives and planning for activities the Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission.

HRA is a self-supporting, non-profit making, voluntary youth organisation which enables young people to develop life and leadership skills through learning to ride and look after their horses and ponies. It also supports an active Riding for the Disabled section integrating, wherever possible, those with special needs within mainstream Horse Ranger activities.

Our objectives are:

- To help members to learn independence and concern for others by guiding them with discipline towards the qualities of integrity, loyalty, honour, and trust that will prepare them to become worthy citizens.
- To enable members to develop the skills of good horsemanship through the provision of riding instruction, stable management training and other aspects connected with horses and general recreation.
- To encourage senior members to support both younger members and those with special needs as part of their personal development and in order to achieve promotion through the ranks of the organisation.
- To continue the growth and development of our Supporting Families Programme
- To continue our work within the local community, with local schools, Children's Services, care homes and Young Carer networks. HRA is a member group of RDA and offer weekly riding sessions for children and adults, as well as Outreach days for young carers and disadvantaged children.

**The Horse Rangers Association  
(Hampton Court) Limited**

**Report of the Trustees  
for the Year Ended 31 March 2024**

**OBJECTIVES AND ACTIVITIES**

**Significant activities**

Membership of HRA is available to all young people irrespective of background or ability. Assistance with membership, including provision of uniforms, is given to individuals who can demonstrate financial hardship.

Members (known as Rangers) attend on a weekly basis and are taught about all aspects of horsemanship, including riding, and looking after horses. Rangers are grouped into Squadrons, which meet at set times each week throughout the year with sessions lasting between 3 to 5 hours. Activities alternate each week, with Rangers enjoying riding and badge work one week and then doing stable management, paddock duties and further badge work the following week. Squadrons are run entirely by adult volunteers, most of whom were Rangers themselves as children.

As they progress, Rangers learn the skills necessary to look after the horses and ponies. They develop confidence and a sense of pride in themselves and their abilities. Further they learn leadership and team working skills, as they take responsibility of supervising and teaching younger Rangers. A child of 8 who joins as a Ranger in the junior section, will gradually be given responsibility for undertaking tasks and mentoring other young members before moving to senior section at the age of 10, where the same sequence of progression continues.

Young people with special needs are integrated, where possible into the mainstream squadron activities. However, for those with more acute requirements, HRA is a member of RDA and is able to offer two different programmes (Squadrons 6 and 7) for riders with special needs.

We have had a number of extra activities offered to Rangers which include:

A visit to the stables at Great Scotland Yard with 20 Rangers, family tickets to the Beating the Retreat concert on Horse Guards Parade, a Trip to the Metropolitan Police Stables and training at Imber Court with 30 Rangers, a visit to the Kings Troup with 20 Rangers, and we ran a special event for all Rangers and their families in December 2023, Ice skating at Hampton Court, available for 300 members and family. Staff or volunteers escort all trips.

-Squadron 6 operates Thursdays and Fridays during term time and provides riding opportunities for local disabled children and adults at risk. Classes take place in the Indoor Riding School at the Stockyard and in Bushy Park and last on average 45 minutes. We also provide ground-based opportunities for individuals looking to access horse facilitated learning to help build confidence and self-esteem.

-Squadron 7 operates on a Wednesday evening and aims to give young people with disabilities a similar programme of activities as the mainstream Squadrons, whilst harnessing elements of the RDA programmes. We currently have 6 participants who cover riding and aspects of horse management such as grooming and horse equipment. Many Rangers from the mainstream Squadrons are volunteers helping to run the Squadron which is mutually beneficial.

HRA is very reliant on volunteers to fulfil its objectives. Volunteers are mostly long-standing members of HRA, and whilst still enjoying coming in, they are encouraged to take on extra responsibilities to help the younger Rangers learn and take full benefit of the inclusive community offered. These Rangers, Commandants and Officers run the programme of activities for Squadrons 1,2,3 and 5 and volunteer RDA coaches run the programme of activities during the week for Squadrons 6 and 7.

A summary of the composition of each Squadron is provided below (as of 31 March 2024) -

	<b>Mainstream Horse Rangers</b>				
Membership numbers	SQN 1	SQN 2	SQN 3	SQN 5	Total
Rangers	58	63	60	32	213
Unattached Rangers	8	2	8	0	18
Total Rangers	66	65	68	32	231
Total Officers	12	14	10	4	40
				<b>Overall Total</b>	<b>271</b>
				Prior Year	276

**The Horse Rangers Association  
(Hampton Court) Limited**

**Report of the Trustees  
for the Year Ended 31 March 2024**

**OBJECTIVES AND ACTIVITIES**

<b>SQN 6</b>	<b>SQN 6</b>
Number of places per week for local riders with Special Needs	18
Maximum number of riders per class	4
RDA Group Coaches	4
RDA Assistant Coaches	0
RDA Trainee Coaches	0
Number of RDA Classes per week (during school terms)	5
Average number of volunteers required for each session	12
Number of volunteers registered for RDA sessions	36
<b>SQN 7</b>	<b>SQN 7</b>
Rangers	6
RDA Group Coaches	4
RDA Assistant Coaches	0
RDA Trainee Coaches	1
Average number of volunteers required for each session	10
Number of volunteers registered for RDA sessions	18
<b>Breakdown of Riders' Special Needs:</b>	
Communication Problems	16
Sensory Disability	8
Disability which affects ability to walk/weight bear independently	7
Autistic Spectrum Disorder	9
Learning Disability	9
Multiple/Complex Disability	10

We are gradually increasing our numbers for Rangers and have improved our RDA operations as our volunteer numbers have picked-up after the pandemic. We are managing our temporary move from the Royal Mews. Horses are based, stabled, and turned out at the Stockyard and at the Royal Paddocks however the start of the HRA operations always begins and ends at the Stockyard.

**The Horse Rangers Association  
(Hampton Court) Limited**

**Report of the Trustees  
for the Year Ended 31 March 2024**

**STRATEGIC REPORT**

**Achievement and performance**

**Charitable activities**

Progression through the Horse Rangers is monitored by badge work and promotions. During the year, as and when achieved, Rangers will receive their badges (Tenderfoot, Bronze Spur, Silver Spur and Golden Spur), recognising a combination of technical knowledge and horsemanship at the required level.

HRA has an online portal for Rangers called Pony Hub. Rangers are able to access their training, badge records and lecture information. It was launched in 2019 and proves very useful for Rangers to look at their progress and to access equine lectures uploaded by the Instructors and Commandants. Pony Hub is also a place for medical records and emergency contact information to be stored securely.

The priorities for Trustees for 2023/24 were: -

- To maintain a safe environment for all our members and staff.
  
- To conduct risk assessments to allow the safe opening up of Ranger activities, when possible, within government restrictions.
  
- To ensure the charity continues to operate efficiently.
  
- To recognise that, as a charity, we need to fundraise to cover our core costs and so broadening and growing our fundraising base, specifically developing long term relationships.
  
- To maintain tight control on costs and looking for efficiency savings wherever possible.
  
- To maintain the high standard of welfare for the horses used by the Rangers.
  
- To continue to develop our outreach programme, targeting disadvantaged members in our local community, and
  
- To grow our volunteer base to spread the invaluable work which they do for the charity more evenly and engaging more with the local community.

Ranger numbers have improved in the year 2023-2024 following on from the lockdown periods, we are still a bit low on Ranger numbers compared to pre-pandemic levels, our volunteer numbers are growing, and we hope Ranger numbers will continue to increase.

HRA has had another challenging year. Success in obtaining Grants for our work has remained difficult although it has improved on the previous year. A concerted effort from all have kept our running costs down, and progress for the year has been gradual but has shown a marked improvement on the previous year. To increase our Rangers numbers, we have to ensure we have enough capable volunteers to manage the Ranger numbers on the day, whilst volunteer numbers are getting better, we are always keen to welcome new volunteers for our weekend sessions. Our thanks go out to all our current volunteers for their dedication and hard work over the year.

Over the past year, donations and grants have increased from the prior year and HRA is very grateful to some of our major Grant providers who have given us money for our programmes this year.

The Trustees are extremely grateful for all funds received and would like to especially thank the following for their generous donations: -

City Bridge Trust  
Normansfield  
Bailey Thomas Trust  
Pets at Home  
Windsor Lions Club  
RDA UK Together Fund  
Jack Petchey  
Duke of Edinburgh Trust  
RJ & AH Daniels Charitable Trust

**The Horse Rangers Association  
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**Report of the Trustees  
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Rowan Bentall Trust  
Groundwork UK  
Hargreaves Foundation  
Hayhurst Charitable Trust  
Kingston Charitable Fund  
London Freemasonry

In addition, the Trustees would like to thank everyone who has donated to HRA via regular monthly payments and online giving, in support of some of our horse costs and vet bills.

And to the generous regular support and donations, in particular from all those who contributed including, Peter Woodberry Watts, JAM Trust, Shotters and Byers and the very many individual donors that have enabled HRA to continue our programmes with Riding for the Disabled and the development and growth of our Supporting Families Programme during the year. HRA is especially grateful to the stable staff and volunteers who work very hard to ensure all our activities are a memorable and enjoyable experience for all. We were very pleased to start up the annual Big Weekend, which included the Gymkhana, during the year, in September which gave all members a chance for a funday with horses.

Over the Big Weekend we also presented our annual achievement awards which recognises and applauds the achievements of Rangers, Volunteers and supporters of the HRA over the year. It includes the promotions of new Officers and acknowledges the achievements and contributions of Rangers within the Squadrons. The presentations include the Commandants Award and also the presentation of long standing Trophies presented to those Rangers who have stood out and achieved great things during the past 12 months. The presentations culminate with two awards, the Raymond Gordon Trophy which is for outstanding contribution to helping others and volunteering which went to Lucy S-W and the Ranger of the Year which went to TD. We also presented 12 Awards to our two Riding for The Disabled Squadrons with the award for Senior RDA Horse Ranger of the Year went to L C-R

During the year HRA continued to invest where possible in training for our staff and volunteers (primarily the officers within each Squadron) by ensuring that all necessary training is provided to enable compliance with regulations and also offer the ability to improve skills and increase knowledge.

All Officers are Safeguarding trained and all other Rangers over the age 18 either have Safeguarding training or are scheduled on a training course in the next 12 months. All Officers are First Aid trained and DBS checked with a schedule of re-training carried out this year. All staff are DBS, Safeguarding and First Aid trained. It should be noted that RDA Coaches and Trainee coaches are qualified according to nationally recognised standards of the RDA.

The suitability, health, and welfare of all the horses at HRA is managed at an extremely high standard by the Head Groom and her staff. The Stable staff's dedication and teamwork ensure that the horses are able to contribute in a very positive way with all the activities at HRA.

A summary of horse numbers and responsibilities is provided below: -

Responsibility	No. Horses
Mainstream work only	9
RDA and Mainstream	10
In retirement - used for teaching	3
In Training	1
Off work	1
	<hr/>
	24
	<hr/>

**The Horse Rangers Association  
(Hampton Court) Limited**

**Report of the Trustees  
for the Year Ended 31 March 2024**

**STRATEGIC REPORT  
Financial review**

HRA has reported a gain of £6,137 (2023: loss £132,446) for the year. Principal funding sources are donations from rangers and grants.

Income of £646,935 (2023: £528,340) was higher than the previous year as the net result of: -

- Donations of £519,167 (2023: £399,204) have increased due to a return to more normal levels of activity.
- Other income of £6,843 (2023: £25,608) unexpected high 2023 horses costs, now normalised in 2024.
- Grant income of £93,758 (2023: £84,577) increased, HRA employed an external consultant to assist with the submission of grant applications.
- Other Trading Activities of £26,217 (2023: £17,195) increased in 2023/24.
- Investment income of £950 (2023: £1,776)

Expenditure of £640,798 (2023: £660,786) has decreased significantly, principally due to significant decreases in veterinary expenses and related costs.

The net cash position has increased from £114,709 to £119,893. In 2023/24 £69,000 was invested in new assets following the move to new premises.

During the year Management at HRA continued to pursue an ambitious and challenging fundraising programme to bridge the gap between income and costs. In 2023/24 they were able to secure agreement for a two-year grant which will bring in £88,000 over the two-year period. The costs of providing each element of HRA's activities are monitored against the funding received, highlighting where targeted efforts with respect to fund raising are required. Of particular note is the Supporting Families programme where opportunities are given to families who would otherwise struggle to access the experience HRA offers. Grants are awarded on the basis of eligibility and the cost of providing the service and each application is considered individually to ensure the right level of support is available. During the year 31 Rangers benefitted from funds raised to support this programme.

Whilst at a still reduced level of activity, there has been growth in the RDA programme, and it remains an area where HRA is fully committed to its development. Going forwards we have a training plan in place to qualify some of our volunteers as accredited RDA coaches and this in turn will allow us to substantially increase our numbers and benefits for RDA riders.

**Investment policy and objectives**

HRA has absolute powers of investment of its corporate reserves. The Board continue to review the investment risks and rewards in the current state of the market. Our policy is to put funds not required for day-to-day cash management in higher yielding deposit accounts.

HRA have continued to maintain accounts at five different banks and building societies, with a view to reducing the organisation's exposure to individual financial institutions and to improve investment yield. Each of these accounts continues to be covered under the Financial Services Compensation Scheme. HRA will continue to monitor whether additional accounts will be required in the future.

The Trustees continue to review the banking arrangements to ascertain whether better rates of interest can be earned by considering alternative appropriate investment options and also whether HRA can reduce bank charges in the future.

**The Horse Rangers Association  
(Hampton Court) Limited**

**Report of the Trustees  
for the Year Ended 31 March 2024**

**STRATEGIC REPORT**

**Financial review**

**Reserves policy**

Our reserves policy focuses on our unrestricted reserves, being the funds at the discretion of the trustees. The appropriateness of the policy is reviewed by the trustees throughout the year, as is the free reserves balance. Our aim is to ensure that the level of unrestricted reserves is sufficient to protect our financial stability in case of any unexpected changes to income or expenditure.

Due to the nature of our regular donation income we anticipate that any unforeseen decrease would continue to cover direct costs, as demonstrated during the Covid-19 lockdowns; therefore, as a minimum, our unrestricted reserves should cover 6 months indirect costs c. £80,000. In order to further protect our financial stability, due to the illiquid nature of some of our unrestricted reserves, our free reserves should cover 3 months indirect costs c. £40,000.

The trustees recognise that the challenging economic environment that has faced the UK in the last few years is increasing the pressure on organisations providing grants. As a result and in an attempt to bolster our reserves the trustees are looking at possible new funding streams including corporate fundraising. Increased reserves would allow the organisation to invest further in its Supporting Families Scheme as well as look at new projects supporting the overall charitable objectives.

**Future plans**

HRA will continue to offer opportunities to children and young people within the local community and is a unique organisation. HRA is not a riding school, and Rangers not only achieve the next best thing to owning their own horse but also form many close and enduring friendships, with the organisation supporting individuals to become well-rounded members of society.

Specific future plans will: -

- Progress discussions and negotiations regarding a long-term solution for premises from which HRA can operate.
- Review HRA's funding model to ensure a more stable revenue base, which matches the cost of delivery of the organisation's activities.
- Promote HRA and the benefits of being a Ranger more widely in the local community. In particular, facilitate discussions between HRA, BHS and RDA to ensure greater alignment of teaching and qualifications.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The Horse Rangers Association (Hampton Court) Limited [hereafter HRA] is a Charitable Company, with the liability of its members limited to £10 each by guarantee. HRA is governed by its Memorandum and Articles and is registered for charitable purposes with the Charity Commission.

**Governing body**

HRA review annually the skills and competencies of the Board of Trustees to maintain the right level of knowledge, experience, and skill. Opportunities for training and support in their roles are provided as and when required. Trustee are recruited by advertising vacancies with online trustee recruitment portals and from within the HRA community. HRA Trustees are elected at a full board meeting with confirmation at the next annual general meeting, or when properly nominated at a general meeting. Consideration on eligibility is given to personal competence and specialist skills, and once elected they are delegated an area of responsibility.

**AUDITORS**

The auditors, Brewers Chartered Accountants, will be proposed for re-appointment at the forthcoming Annual General Meeting.

**The Horse Rangers Association  
(Hampton Court) Limited**

**Report of the Trustees  
for the Year Ended 31 March 2024**

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on ~~30/10/2024~~..... and signed on the board's behalf by:

*Liam Kearney*

Liam Kearney (Oct 30, 2024 17:55 GMT)

.....  
L G Kearney - Trustee

**The Horse Rangers Association  
(Hampton Court) Limited**

**Statement of Trustees' Responsibilities  
for the Year Ended 31 March 2024**

The trustees (who are also the directors of The Horse Rangers Association (Hampton Court) Limited for the purposes of company law) are responsible for preparing the Report of the Trustees 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 which 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 those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and 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 business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

**Report of the Independent Auditors to the Members of  
The Horse Rangers Association  
(Hampton Court) Limited**

**Opinion**

We have audited the financial statements of The Horse Rangers Association (Hampton Court) Limited (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, 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 (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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to 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, although we draw your attention to note 21 which sets out the Trustee's reasons for continuing to prepare the accounts on a going concern basis.

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

**Other information**

The 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 Report of the Independent Auditors thereon.

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.

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 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.

**Opinions 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

**Report of the Independent Auditors to the Members of  
The Horse Rangers Association  
(Hampton Court) Limited**

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

In the light of the 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 Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, 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.

**Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and the Trustees as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of Trustee meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

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

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

**Report of the Independent Auditors to the Members of  
The Horse Rangers Association  
(Hampton Court) Limited**

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members 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 members as a body, for our audit work, for this report, or for the opinions we have formed.

Andrew Skilton  
Andrew Skilton (Oct 31, 2024 09:11 GMT)

Andrew Skilton ACA (Senior Statutory Auditor)  
for and on behalf of Brewers Chartered Accountants  
Bourne House  
Queen Street  
Gomshall  
Surrey  
GU5 9LY

Date: **31/10/2024** .....

**The Horse Rangers Association  
(Hampton Court) Limited**

**Statement of Financial Activities  
for the Year Ended 31 March 2024**

	Notes	Unrestricted fund £	Restricted fund £	<b>31.3.24 Total funds £</b>	31.3.23 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	<b>478,155</b>	<b>134,770</b>	<b>612,925</b>	483,761
Other trading activities	3	<b>26,092</b>	<b>125</b>	<b>26,217</b>	17,195
Investment income	4	<b>950</b>	<b>-</b>	<b>950</b>	1,776
Other income		<b><u>6,843</u></b>	<b><u>-</u></b>	<b><u>6,843</u></b>	<u>25,608</u>
<b>Total</b>		<b><u>512,040</u></b>	<b><u>134,895</u></b>	<b><u>646,935</u></b>	<u>528,340</u>
<b>EXPENDITURE ON</b>					
Raising funds	5	<b>11,265</b>	<b>-</b>	<b>11,265</b>	38,620
<b>Charitable activities</b>					
Resources expended	6	<b><u>499,937</u></b>	<b><u>129,596</u></b>	<b><u>629,533</u></b>	<u>622,166</u>
<b>Total</b>		<b><u>511,202</u></b>	<b><u>129,596</u></b>	<b><u>640,798</u></b>	<u>660,786</u>
<b>NET INCOME/(EXPENDITURE)</b>		<b>838</b>	<b>5,299</b>	<b>6,137</b>	(132,446)
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		<b>96,152</b>	<b>37,762</b>	<b>133,914</b>	266,360
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b><u>96,990</u></b>	<b><u>43,061</u></b>	<b><u>140,051</u></b>	<u>133,914</u>

The notes form part of these financial statements

**The Horse Rangers Association  
(Hampton Court) Limited**

**Balance Sheet  
31 March 2024**

	Notes	Unrestricted fund £	Restricted fund £	<b>31.3.24 Total funds £</b>	31.3.23 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	12	<b>61,360</b>	<b>33,781</b>	<b>95,141</b>	117,880
Investments	13	<u>2</u>	<u>-</u>	<u>2</u>	<u>2</u>
		<b>61,362</b>	<b>33,781</b>	<b>95,143</b>	117,882
<b>CURRENT ASSETS</b>					
Stocks	14	<b>2,654</b>	-	<b>2,654</b>	-
Debtors	15	<b>31,209</b>	-	<b>31,209</b>	19,144
Cash at bank and in hand		<u>100,149</u>	<u>19,744</u>	<u>119,893</u>	<u>114,709</u>
		<b>134,012</b>	<b>19,744</b>	<b>153,756</b>	133,853
<b>CREDITORS</b>					
Amounts falling due within one year	16	<b>(76,656)</b>	<b>(10,464)</b>	<b>(87,120)</b>	(85,233)
		<u>57,356</u>	<u>9,280</u>	<u>66,636</u>	<u>48,620</u>
<b>NET CURRENT ASSETS</b>					
		<b>118,718</b>	<b>43,061</b>	<b>161,779</b>	166,502
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
<b>CREDITORS</b>					
Amounts falling due after more than one year	17	<b>(21,728)</b>	-	<b>(21,728)</b>	(32,588)
		<u>96,990</u>	<u>43,061</u>	<u>140,051</u>	<u>133,914</u>
<b>NET ASSETS</b>					
<b>FUNDS</b>					
Unrestricted funds	19			<b>96,990</b>	96,152
Restricted funds				<u>43,061</u>	<u>37,762</u>
<b>TOTAL FUNDS</b>					
				<u>140,051</u>	<u>133,914</u>

The financial statements were approved by the Board of Trustees and authorised for issue on **30/10/2024**.....and were signed on its behalf by:

Liam Kearney  
Liam Kearney (Oct 30, 2024 17:55 GMT)  
.....  
L G Kearney - Trustee

The notes form part of these financial statements

**The Horse Rangers Association  
(Hampton Court) Limited**

**Cash Flow Statement  
for the Year Ended 31 March 2024**

	Notes	31.3.24 £	31.3.23 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	4,523	(105,205)
Interest paid		<u>(1,535)</u>	<u>(1,467)</u>
Net cash provided by/(used in) operating activities		<u>2,988</u>	<u>(106,672)</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(625)	(68,578)
Sale of tangible fixed assets		-	2,217
Interest received		<u>950</u>	<u>1,776</u>
Net cash provided by/(used in) investing activities		<u>325</u>	<u>(64,585)</u>
<b>Cash flows from financing activities</b>			
Loan repayments in year		<u>(9,598)</u>	<u>(8,706)</u>
Net cash used in financing activities		<u>(9,598)</u>	<u>(8,706)</u>
<b>Change in cash and cash equivalents in the reporting period</b>			
		<u>(6,285)</u>	<u>(179,963)</u>
<b>Cash and cash equivalents at the beginning of the reporting period</b>	2	<u>98,672</u>	<u>278,635</u>
<b>Cash and cash equivalents at the end of the reporting period</b>	2	<u>92,387</u>	<u>98,672</u>

The notes form part of these financial statements

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Cash Flow Statement  
for the Year Ended 31 March 2024**

<b>1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES</b>			
		<b>31.3.24</b>	31.3.23
		<b>£</b>	<b>£</b>
<b>Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)</b>		<b>6,137</b>	<b>(132,446)</b>
<b>Adjustments for:</b>			
Depreciation charges		<b>23,365</b>	20,200
Loss on disposal of fixed assets		-	3,650
Interest received		<b>(950)</b>	<b>(1,776)</b>
Interest paid		<b>1,535</b>	1,467
Increase in stocks		<b>(2,654)</b>	-
(Increase)/decrease in debtors		<b>(12,065)</b>	35,056
Decrease in creditors		<b>(10,845)</b>	<b>(31,356)</b>
<b>Net cash provided by/(used in) operations</b>		<b><u>4,523</u></b>	<b><u>(105,205)</u></b>
 <b>2. ANALYSIS OF CASH AND CASH EQUIVALENTS</b>			
		<b>31.3.24</b>	31.3.23
		<b>£</b>	<b>£</b>
Cash in hand		<b>257</b>	383
Notice deposits (less than 3 months)		<b>119,636</b>	114,326
Overdrafts included in bank loans and overdrafts falling due within one year		<b>(27,506)</b>	<b>(16,037)</b>
<b>Total cash and cash equivalents</b>		<b><u>92,387</u></b>	<b><u>98,672</u></b>
 <b>3. ANALYSIS OF CHANGES IN NET FUNDS</b>			
	At 1.4.23	Cash flow	At 31.3.24
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Net cash</b>			
Cash at bank and in hand	<b>114,709</b>	<b>5,184</b>	<b>119,893</b>
Bank overdraft	<b>(16,037)</b>	<b>(11,469)</b>	<b>(27,506)</b>
	<b><u>98,672</u></b>	<b><u>(6,285)</u></b>	<b><u>92,387</u></b>
 <b>Debt</b>			
Debts falling due within 1 year	<b>(8,706)</b>	<b>(1,263)</b>	<b>(9,969)</b>
Debts falling due after 1 year	<b>(32,588)</b>	<b>10,860</b>	<b>(21,728)</b>
	<b><u>(41,294)</u></b>	<b><u>9,597</u></b>	<b><u>(31,697)</u></b>
<b>Total</b>	<b><u>57,378</u></b>	<b><u>3,312</u></b>	<b><u>60,690</u></b>

The notes form part of these financial statements

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Financial Statements  
for the Year Ended 31 March 2024**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

**Income**

**Subscriptions**

Subscriptions which are voluntary are recognised when the charity is entitled to receipt.

**Donations and Grants**

Donations and grants relate to contributions made by individuals and organisations and are recognised when there is a probability of receipt, and the amount can be measured with reasonable certainty. Grants with performance conditions are only recognised once conditions have been met.

**Gift Aid**

Gift aid is recognised at the same time as the related donation.

**Trading Income**

Trading income relates to commission made on uniforms sold by PSL Team Sports, sales of badges and money raised from additional lessons and hacks offered to members and volunteers. Trading income is recognised when receivable.

**Fundraising Income**

Income from events is recognised in the period in which the event takes place.

**Other Income**

Other income is Veterinary Insurance recovery and is recognised in the period to which the claim relates.

**Interest**

Interest is recognised on an accruals basis.

**Intangible income**

The charity operates from Crown Property. No intangible income has been recorded in the accounts due to the impossibility of valuing a royal property.

**Direct and overhead expenditure**

Expenditure is recognised on an accruals basis. Certain expenditure is directly attributable to specific activities and has been included in those cost categories. The irrecoverable element of VAT is included with the item of expense to which it relates. Charitable Activities includes staff costs, insurance, horse costs, plus a proportion of support costs. Raising funds includes the costs associated with fundraising and a proportion of central support costs. Governance costs include legal advice and audit. Support costs have been allocated according to percentage of time spent by employees on charitable activities, cost of generating funds and governance. Redundancy payments are made in line with statutory requirements.

**Tangible fixed assets**

Fixed Assets are stated at cost less depreciation and impairment charges. Fixed assets below £100 are not capitalised.

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2024**

**1. ACCOUNTING POLICIES - continued**

**Tangible fixed assets**

Horses and Equipment - 10% / 25% straight line

Computer Equipment - 33% straight line

Motor Vehicles - 25% straight line

The carrying value of fixed assets are reviewed annually to consider impairment.

**Stocks**

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

**Taxation**

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

**Fund accounting**

Unrestricted funds are donations and other income receivable not subject to any restrictions. Restricted funds are grants and donations to be used for specific purposes as laid down by the donor and are deferred where conditions of the grant require it.

**Operating leases**

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged against the profits on a straight-line basis over the period of the lease.

**Pension costs and other post-retirement benefits**

The Charity operates a defined contribution scheme, operated by Royal London. Costs are included in staff pension costs. Costs recognised are equivalent to the contribution in the year and are recognised on an accrual's basis.

**Estimates and judgements**

In preparing the accounts it is necessary to make certain judgement, estimates and assumptions that affect the amounts recognised in the financial statements. The charity estimates the useful lives of fixed assets based on the period over which the assets are expected to be available for use. The estimated lives are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear. There is no change in estimated useful lives on 31 March 2024.

**2. DONATIONS AND LEGACIES**

	<b>31.3.24</b>	<b>31.3.23</b>
	<b>£</b>	<b>£</b>
Subscriptions	<b>424,481</b>	309,898
Donations	<b>12,272</b>	26,257
Gift aid	<b>73,200</b>	57,318
RDA subscriptions	<b>9,214</b>	5,731
Grants	<b><u>93,758</u></b>	<u>84,557</u>
	<b><u>612,925</u></b>	<u>483,761</u>

Grants received, included in the above, was as follows:

<b>Funder</b>	<b>Purpose</b>	<b>Value (£)</b>
Pets at Home	RDA	<b>19,635</b>
Hargreaves	Supporting Families	<b>17,146</b>
City Bridge Trust	RDA	<b>34,000</b>
RDA Incorporated	RDA	<b>9,356</b>
Shotton & Byers	New horse	<b>6,000</b>
Bailey Thomas	RDA	<b>5,000</b>
Jack Petchey	Supporting Families	<b><u>2,621</u></b>
		<b><u>93,758</u></b>

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2024**

**2. DONATIONS AND LEGACIES - continued**

Some grants have been deferred to the following year in accordance with the donor's specifications.

**3. OTHER TRADING ACTIVITIES**

	<b>31.3.24</b>	31.3.23
	£	£
Fundraising events	<b>14,979</b>	16,375
Shop income	<b>2,238</b>	316
Sponsorships	<b><u>9,000</u></b>	<u>504</u>
	<b><u>26,217</u></b>	<u>17,195</u>

**4. INVESTMENT INCOME**

	<b>31.3.24</b>	31.3.23
	£	£
Deposit account interest	<b><u>950</u></b>	<u>1,776</u>

**5. RAISING FUNDS**

**Raising donations and legacies**

	<b>31.3.24</b>	31.3.23
	£	£
Staff costs	-	2,940
Support cost allocation	<b>3,086</b>	3,541
Sundries	<b>7,031</b>	31,065
Carol service	<b><u>1,148</u></b>	<u>1,074</u>
	<b><u>11,265</u></b>	<u>38,620</u>

**6. CHARITABLE ACTIVITIES COSTS**

	Direct Costs £	Support costs (see note 7) £	Totals £
Resources expended	<b><u>474,988</u></b>	<b><u>154,545</u></b>	<b><u>629,533</u></b>

**7. SUPPORT COSTS**

	Other £	Governance costs £	Totals £
Resources expended	<b><u>142,697</u></b>	<b><u>11,848</u></b>	<b><u>154,545</u></b>

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2024**

**7. SUPPORT COSTS - continued**

Support costs, included in the above, are as follows:

	<b>31.3.24</b>	31.3.23
	Resources expended	Total activities
	£	£
Wages	102,789	66,901
Social security	8,341	5,748
Pensions	1,917	1,945
Hire of plant and machinery	-	4,275
Rates and water	-	(1,190)
Cleaning	-	2,182
Light and heat	1,005	1,822
Postage and stationery	1,862	4,034
Sundries	798	922
Refuse	149	909
Telephone	1,553	2,386
Payroll fees	909	1,100
Computer costs	5,679	5,063
Relocation costs	673	7,509
Staff welfare	2,178	2,100
Rent	12,723	7,419
Bank charges	5,207	4,125
Support cost allocation	(3,086)	(3,541)
Auditors' remuneration	8,520	7,739
Legal fees	1,793	1,793
Interest payable and similar charges	<u>1,535</u>	<u>1,467</u>
	<b><u>154,545</u></b>	<b><u>124,708</u></b>

**8. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	<b>31.3.24</b>	31.3.23
	£	£
Auditors' remuneration	8,520	7,739
Depreciation - owned assets	23,364	20,200
Hire of plant and machinery	-	4,275
Deficit on disposal of fixed assets	<u>-</u>	<u>3,650</u>

**9. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 March 2024 nor for the year ended 31 March 2023.

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2024**

**10. STAFF COSTS**

	<b>31.3.24</b>	31.3.23
	<b>£</b>	<b>£</b>
Wages and salaries	<b>323,454</b>	286,916
Social security costs	<b>24,125</b>	14,592
Other pension costs	<b><u>7,818</u></b>	<u>7,923</u>
	<b><u>355,397</u></b>	<u>309,431</u>

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

	<b>31.3.24</b>	31.3.23
Support staff	<b>3</b>	3
Charitable staff	<b><u>11</u></b>	<u>10</u>
	<b><u>14</u></b>	<u>13</u>

No employees received emoluments in excess of £60,000.

The Trustees consider the key management personnel to comprise the Director and the Stable Manager. The total compensation paid to key management personnel in the year was £102,442 (2023: £94,617).

**11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted fund £	Restricted fund £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	416,754	67,007	483,761
Other trading activities	17,195	-	17,195
Investment income	1,776	-	1,776
Other income	<u>25,608</u>	<u>-</u>	<u>25,608</u>
<b>Total</b>	<b><u>461,333</u></b>	<b><u>67,007</u></b>	<b><u>528,340</u></b>
<b>EXPENDITURE ON</b>			
Raising funds	38,620	-	38,620
<b>Charitable activities</b>			
Resources expended	<u>604,901</u>	<u>17,265</u>	<u>622,166</u>
<b>Total</b>	<b><u>643,521</u></b>	<b><u>17,265</u></b>	<b><u>660,786</u></b>
<b>NET INCOME/(EXPENDITURE)</b>	(182,188)	49,742	(132,446)
<b>Transfers between funds</b>	<u>50,443</u>	<u>(50,443)</u>	<u>-</u>
<b>Net movement in funds</b>	(131,745)	(701)	(132,446)
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	227,897	38,463	266,360
	<u>96,152</u>	<u>37,762</u>	<u>133,914</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b><u>96,152</u></b>	<b><u>37,762</u></b>	<b><u>133,914</u></b>

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2024**

**12. TANGIBLE FIXED ASSETS**

	Horses £	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
<b>COST</b>					
At 1 April 2023	<b>69,645</b>	<b>146,685</b>	<b>30,668</b>	<b>36,820</b>	<b>283,818</b>
Additions	-	625	-	-	625
Disposals	-	-	-	<b>(28,848)</b>	<b>(28,848)</b>
At 31 March 2024	<b><u>69,645</u></b>	<b><u>147,310</u></b>	<b><u>30,668</u></b>	<b><u>7,972</u></b>	<b><u>255,595</u></b>
<b>DEPRECIATION</b>					
At 1 April 2023	<b>38,366</b>	<b>77,932</b>	<b>16,268</b>	<b>33,372</b>	<b>165,938</b>
Charge for year	<b>5,180</b>	<b>11,230</b>	<b>5,400</b>	<b>1,554</b>	<b>23,364</b>
Eliminated on disposal	-	-	-	<b>(28,848)</b>	<b>(28,848)</b>
At 31 March 2024	<b><u>43,546</u></b>	<b><u>89,162</u></b>	<b><u>21,668</u></b>	<b><u>6,078</u></b>	<b><u>160,454</u></b>
<b>NET BOOK VALUE</b>					
At 31 March 2024	<b><u>26,099</u></b>	<b><u>58,148</u></b>	<b><u>9,000</u></b>	<b><u>1,894</u></b>	<b><u>95,141</u></b>
At 31 March 2023	<b><u>31,279</u></b>	<b><u>68,753</u></b>	<b><u>14,400</u></b>	<b><u>3,448</u></b>	<b><u>117,880</u></b>

Restricted assets comprise a mechanical horse with net book value of £32,760 classified in Fixtures & Fittings and 3 restricted horses (2023: 3) for Riding for the Disabled with a net book value of £1,021 (2023: £1,721) classified in Horses.

**13. FIXED ASSET INVESTMENTS**

	Shares in group undertaking £
<b>MARKET VALUE</b>	
At 1 April 2023 and 31 March 2024	<b><u>2</u></b>
<b>NET BOOK VALUE</b>	
At 31 March 2024	<b><u>2</u></b>
At 31 March 2023	<b><u>2</u></b>

There were no investment assets outside the UK.

The company has two 100% owned subsidiaries, each comprising a £1 investment in the ordinary share capital.

Horse Rangers No.1 Limited will act as a trading subsidiary.  
Horse Rangers Association Limited has been incorporated to protect and promote the identity, interests, intellectual property and mode of operation of The Horse Rangers Association (Hampton Court) Ltd.

Neither company traded during the year. Reserves as at 31 March 2024 were £1 each.

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2024**

<b>14. STOCKS</b>	<b>31.3.24</b>	<b>31.3.23</b>
	£	£
Stocks	<u>2,654</u>	<u>-</u>
<b>15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>	<b>31.3.24</b>	<b>31.3.23</b>
	£	£
Tax refunds and deposits	14,401	3,376
Prepayments	<u>16,808</u>	<u>15,768</u>
	<u>31,209</u>	<u>19,144</u>
<b>16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>	<b>31.3.24</b>	<b>31.3.23</b>
	£	£
Bank loans and overdrafts (see note 18)	37,475	24,743
Trade creditors	23,518	13,256
Social security and other taxes	6,375	5,811
Other creditors	945	1,054
Deferred income	10,463	26,869
Accrued expenses	<u>8,344</u>	<u>13,500</u>
	<u>87,120</u>	<u>85,233</u>
<b>17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR</b>	<b>31.3.24</b>	<b>31.3.23</b>
	£	£
Bank loans (see note 18)	<u>21,728</u>	<u>32,588</u>

The charity received a Government backed 'bounce back' loan in April 2021. The loan is repayable of 6 years, commencing May 2022. Interest is charged at a rate of 2.5% and no interest is payable for the first year.

Loan debts owed to HSBC are secured by a fixed and floating charge over all assets owned by the Charity.

**18. LOANS**

An analysis of the maturity of loans is given below:

	<b>31.3.24</b>	<b>31.3.23</b>
	£	£
Amounts falling due within one year on demand:		
Bank overdrafts	27,506	16,037
Bank loans	<u>9,969</u>	<u>8,706</u>
	<u>37,475</u>	<u>24,743</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>21,728</u>	<u>32,588</u>

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2024**

**19. MOVEMENT IN FUNDS**

	At 1.4.23 £	Net movement in funds £	At 31.3.24 £
<b>Unrestricted funds</b>			
General fund	96,152	838	96,990
<b>Restricted funds</b>			
Restricted fund	37,762	5,299	43,061
<b>TOTAL FUNDS</b>	<u>133,914</u>	<u>6,137</u>	<u>140,051</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	512,040	(511,202)	838
<b>Restricted funds</b>			
Restricted fund	134,895	(129,596)	5,299
<b>TOTAL FUNDS</b>	<u>646,935</u>	<u>(640,798)</u>	<u>6,137</u>

**The Horse Rangers Association  
(Hampton Court) Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 31 March 2024**

**Comparatives for movement in funds**

	At 1.4.22 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
<b>Unrestricted funds</b>				
General fund	227,897	(182,188)	50,443	96,152
<b>Restricted funds</b>				
Restricted fund	38,463	49,742	(50,443)	37,762
<b>TOTAL FUNDS</b>	<u>266,360</u>	<u>(132,446)</u>	<u>-</u>	<u>133,914</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	461,333	(643,521)	(182,188)
<b>Restricted funds</b>			
Restricted fund	67,007	(17,265)	49,742
<b>TOTAL FUNDS</b>	<u>528,340</u>	<u>(660,786)</u>	<u>(132,446)</u>

**The Horse Rangers Association  
(Hampton Court) Limited**

**Detailed Statement of Financial Activities  
for the Year Ended 31 March 2024**

31.3.24  
£

31.3.23  
£

**19. MOVEMENT IN FUNDS - continued**

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

	At 1.4.22 £	Net movement in funds £	Transfers between funds £	At 31.3.24 £
<b>Unrestricted funds</b>				
General fund	227,897	(181,350)	50,443	96,990
<b>Restricted funds</b>				
Restricted fund	38,463	55,041	(50,443)	43,061
<b>TOTAL FUNDS</b>	<u>266,360</u>	<u>(126,309)</u>	=	<u>140,051</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	973,373	(1,154,723)	(181,350)
<b>Restricted funds</b>			
Restricted fund	201,902	(146,861)	55,041
<b>TOTAL FUNDS</b>	<u>1,175,275</u>	<u>(1,301,584)</u>	<u>(126,309)</u>

**20. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31 March 2024.

**21. GOING CONCERN**

The charity's activities and the factors likely to affect its future development and financial position are set out in the Trustees' Report. Net unrestricted income in 2024 of £838 has slightly increased short term free reserves to £54,702 at 31 March 2024. The budget produced by the trustees to 31 December 2024 forecasts that free reserves will be £75,000 by that date, the trustees together with staff and volunteers are spending time looking at ways to improve the Charity's financial position to guarantee its future. The trustees remain optimistic that the level of grant income budgeted remains achievable, as it is a conservative estimate of the grant applications submitted, and the engagement of a dedicated fund raising team should result in an improvement to the charity's financial position. For these reasons, the trustees believe it appropriate to continue to prepare the accounts for the year to 31 March 2024 on a going concern basis.

**The Horse Rangers Association  
(Hampton Court) Limited**

**Detailed Statement of Financial Activities  
for the Year Ended 31 March 2024**

	31.3.24 £	31.3.23 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Subscriptions	424,481	309,898
Donations	12,272	26,257
Gift aid	73,200	57,318
RDA subscriptions	9,214	5,731
Grants	<u>93,758</u>	<u>84,557</u>
	612,925	483,761
<b>Other trading activities</b>		
Fundraising events	14,979	16,375
Shop income	2,238	316
Sponsorships	<u>9,000</u>	<u>504</u>
	26,217	17,195
<b>Investment income</b>		
Deposit account interest	950	1,776
<b>Other income</b>		
Insurance recovery	<u>6,843</u>	<u>25,608</u>
<b>Total incoming resources</b>	<b>646,935</b>	<b>528,340</b>
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Wages	-	2,940
Support cost allocation	3,086	3,541
Sundries	7,031	31,065
Carol service	<u>1,148</u>	<u>1,074</u>
	11,265	38,620
<b>Charitable activities</b>		
Wages	220,665	217,075
Social security	15,784	8,844
Pensions	5,901	5,978
Purchase of hay and feed	46,766	47,856
Insurance	42,908	43,220
Veterinary expenses	30,826	55,412
Farrier expenses	31,814	27,297
Waste disposal	20,851	24,037
Repairs and maintenance	2,390	4,795
Motor expenses	14,687	10,866
Staff training and welfare	2,420	8,479
Health and safety	13,802	13,454
Other charitable costs	2,608	6,295
Advertising	201	-
Carried forward	<u>451,623</u>	<u>473,608</u>

This page does not form part of the statutory financial statements

**The Horse Rangers Association  
(Hampton Court) Limited**

**Detailed Statement of Financial Activities  
for the Year Ended 31 March 2024**

	31.3.24 £	31.3.23 £
<b>Charitable activities</b>		
Brought forward	451,623	473,608
Fixtures and fittings – Dep'n	16,411	13,798
Motor vehicles – Dep'n	5,400	4,810
Computer equipment – Dep'n	1,554	1,592
Loss on sale of tangible fixed assets	<u>-</u>	<u>3,650</u>
	<b>474,988</b>	497,458
<b>Support costs</b>		
<b>Other</b>		
Wages	102,789	66,901
Social security	8,341	5,748
Pensions	1,917	1,945
Hire of plant and machinery	-	4,275
Rates and water	-	(1,190)
Cleaning	-	2,182
Light and heat	1,005	1,822
Postage and stationery	1,862	4,034
Sundries	798	922
Refuse	149	909
Telephone	1,553	2,386
Payroll fees	909	1,100
Computer costs	5,679	5,063
Relocation costs	673	7,509
Staff welfare	2,178	2,100
Rent	12,723	7,419
Bank charges	5,207	4,125
Support cost allocation	<u>(3,086)</u>	<u>(3,541)</u>
	<b>142,697</b>	113,709
<b>Governance costs</b>		
Auditors' remuneration	8,520	7,739
Legal fees	1,793	1,793
Bank interest	<u>1,535</u>	<u>1,467</u>
	<b>11,848</b>	10,999
Total resources expended	<u>640,798</u>	<u>660,786</u>
<b>Net income/(expenditure)</b>	<u>6,137</u>	<u>(132,446)</u>

This page does not form part of the statutory financial statements

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT)LIMITED**

England & Wales - Charity number 1098257

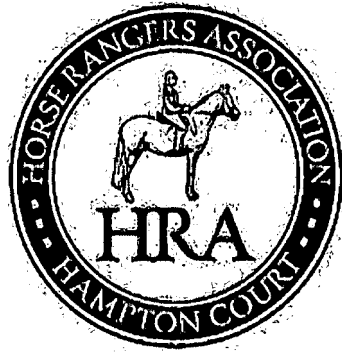
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# Accounts

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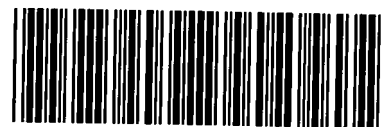
**COMPANY REGISTRATION NUMBER: 04712789  
(REGISTERED IN ENGLAND AND WALES)**



**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
ANNUAL REPORT  
FOR THE YEAR ENDED  
31 MARCH 2023**

**Charity Number: 1098257**

FRIDAY



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COMPANIES HOUSE

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2023**

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	<b>Page</b>
<b>Report of the Trustees</b>	<b>2</b>
<b>Auditor's Report</b>	<b>13</b>
<b>Statement of Financial Activities</b>	<b>16</b>
<b>Balance Sheet</b>	<b>17</b>
<b>Statement of Cash Flows</b>	<b>18</b>
<b>Notes to the Financial Statements</b>	<b>19</b>

# THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED COMPANY LIMITED BY GUARANTEE

YEAR ENDED 31 MARCH 2023

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## TRUSTEES REPORT

The Trustees, who are also Directors under company law, are pleased to present their annual report and the audited financial statements for the year ended 31 March 2023 under S417 of the Companies Act 2006 and the Charities Act 2011.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the financial statements, comply with the requirements of the Companies Act 2006, the Company's Memorandum and Articles of Association and have been prepared in accordance with Charities Statement of recommended Practice applicable to charities preparing their accounts in the accordance with the provisions of Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102 -Section 1A – for smaller entities).

## REFERENCE AND ADMINISTRATIVE DETAILS

The Horse Rangers Association (Hampton Court) Limited [thereafter HRA] (Company Registration 4712789) is a Charitable Company (Charity Registration No 1098257), with the liability of its members limited to £10 each by guarantee. The charity's registered office is located at Royal Mews, Hampton Court Road, East Molesey, Surrey KT8 9BW  
Website [www.horserangers.com](http://www.horserangers.com)

HRA retains services of the following key professional advisors: -

Bankers - HSBC Bank Plc, 54 Clarence Street, Kingston Upon Thames, Surrey KT1 1NS

Auditors – Brewers Chartered Accountants, Bourne House, Queen Street, Gomshall, Surrey GU5 9LY

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### GOVERNING DOCUMENT

HRA is governed by its Memorandum and Articles and is registered for charitable purposes with the Charity Commission, Charity Registration number 1098257.

### GOVERNING BODY

HRA review annually the skills and competencies of the Board of Trustees to maintain the right level of knowledge, experience, and skill. Opportunities for training and support in their roles are provided as and when required. Trustee are recruited by advertising vacancies with online trustee recruitment portals and from within the HRA community. HRA Trustees are elected at a full board meeting with confirmation at the next annual general meeting, or when properly nominated at a general meeting. Consideration on eligibility is given to personal competence and specialist skills, and once elected they are delegated an area of responsibility. The following trustees of HRA served during the year: -

<b>Trustees</b>	<b>Area of Responsibility</b>
Jeremy Schomberg	Chair
Hugh Player	Vice Chair
Liam Kearney	Company secretary, and Property
Marcia Hockley	Remuneration, RDA
Joanna Clay	Governance
Caroline Osmer	Finance, Remuneration – Resigned 21 September 2022
Gemma Ractliffe	Strategy
Ben Skuse	Resigned 22 May 2022
Nikki Harrison	Fundraising - Appointed 17 January 2023
Rhiannon Board	Appointed 24 October 2023
Misty Gale	Appointed 24 October 2023

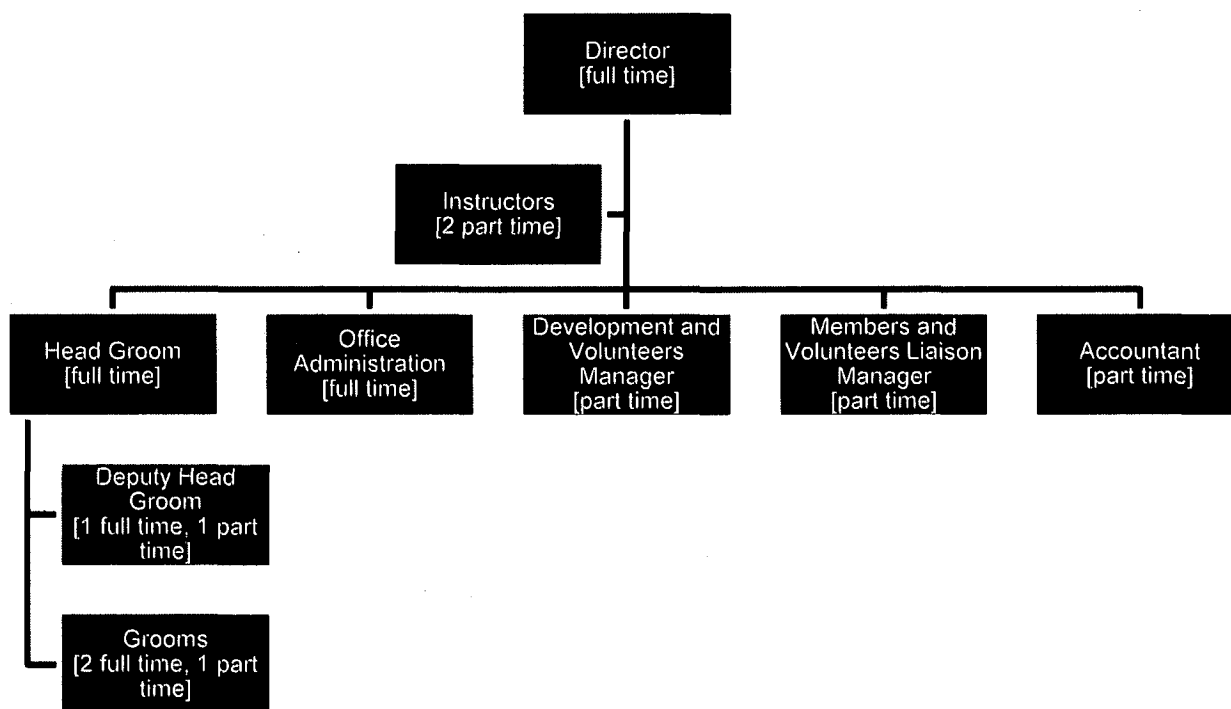
**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2023**

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During the year meetings are held on a regular basis with Trustees, the Director and other key individuals attending when necessary (e.g., Safeguarding Lead, Fundraiser etc.) to determine the general policy of the charity and review its results and overall management and control. The Board of Trustees as a whole take responsibility for all policies and procedures relevant for HRA.

The work of implementing the policies and managing the day to day running of the organisation is carried out by the Director, and details of the current staffing is provided as per organisation chart below.



As at the date of this report the Director of HRA is Jeremy Richardson and the Development and Volunteers Manager also acts as the Safeguarding Lead.

The Board of Trustees recognises its responsibility to ensure that adequate risk management procedures are both in place and implemented to ensure a safe working environment. The Board has accountability for reviewing and approving the adequacy and effectiveness of internal controls operated by the charity. A risk register is maintained which identifies areas in which the organisation might be vulnerable or on which we need to focus attention, this is managed by Hugh Player, who reviews the register on a regular basis with the Director and Trustees, either individually or at Trustee Meetings. At each meeting the Board of Trustees receives and monitors reports on Health and Safety and Safeguarding.

HRA have been based at the Royal Mews since 1963. The Royal Mews is a Grade 1 Listed building owned and maintained by the Royal Household (our Landlords), and as a result of the regular review by them on the condition of the premises, they have identified the need for some extensive renovations and refurbishments. HRA were advised by our landlords that we needed to vacate the Royal Mews by 30 September 2022, to which we complied, this is only envisaged as temporary, and we are liaising with the landlords as to their schedule of works.

# **THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2023**

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We have been granted use of land owned by the Royal Household at the Royal Paddocks, field shelters and buildings, this land is close-by and in turn is within Bushy Park. Building works and refurbishments to the Royal Mews have not started and are due to take a further 18-24 months.

Office space has also been secured nearby at Constables Boatyard and we continue to enjoy our longstanding use of the Stockyard and riding in Bushy Park.

The charity retains Citation Ltd as specialist advisers on Human Resources, Employment Law and Health and Safety. As part of their contract Citation undertake a Health and Safety Executive (HSE) audit of the premises each year.

The Charity is a member of the National Council of Voluntary Organisations (NCVO), the largest umbrella body for the voluntary and community sector in England. The NCVO highlights changes in government policies and legislation to its members.

HRA is registered as a riding establishment with the London Borough of Richmond upon Thames and as an approved riding centre with the British Horse Society (BHS). As such, it is inspected annually by each of these bodies.

In the most recent BHS inspection, HRA was awarded Commended or Highly Commended in all relevant areas.

As a Member Group of the Riding for the Disabled Association (RDA), our Special Needs RDA Coaches, RDA Assistant Coaches and RDA Trainee Coaches are assessed on a regular basis to ensure that riding sessions are being delivered to standard. The RDA Regional Coach visits several times during the year to ensure quality is maintained and any development needs are addressed as appropriate.

All staff, adult volunteers and members over 18 years' old who have direct access to children or adults at risk, complete an Enhanced Disclosure and Barring Service check. They are also required to adhere to the training requirements set out the Safeguarding: Protecting Children and Adults at Risk Policy, which is reviewed annually. The Charity employs a member of staff who acts as Safeguarding Lead and she is supported by deputy Safeguarding Leads.

All members, staff, and volunteers accept that riding involves taking risks. These are minimised by careful training and supervision. There are established procedures in place for dealing with accidents, and an analysis of incidents is reported, with a view to identifying problem areas and mitigating future risks.

It should be noted that each horse has a weight carrying limit and that any rider above the relevant limit may be restricted or unable to ride.

## **OBJECTIVES AND ACTIVITIES**

In setting objectives and planning for activities the Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission.

### **Objectives**

HRA is a self-supporting, non-profit making, voluntary youth organisation which enables young people to develop life and leadership skills through learning to ride and look after their horses and ponies. It also

# **THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2023**

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supports an active Riding for the Disabled section integrating, wherever possible, those with special needs within mainstream Horse Ranger activities.

Our objectives are:

- To help members to learn independence and concern for others by guiding them with discipline towards the qualities of integrity, loyalty, honour and trust that will prepare them to become worthy citizens.
- To enable members to develop the skills of good horsemanship through the provision of riding instruction, stable management training and other aspects connected with horses and general recreation.
- To encourage senior members to support both younger members and those with special needs as part of their personal development and in order to achieve promotion through the ranks of the organisation.
- To continue the growth and development of our Supporting Families Programme
- To continue our work within the local community, with local schools, Children's Services, care homes and Young Carer networks. HRA is a member group of RDA and offer weekly riding sessions for children and adults, as well as Outreach days for young carers and disadvantaged children.

## **Activities undertaken to achieve objectives**

Membership of HRA is available to all young people irrespective of background or ability. Assistance with membership, including provision of uniforms, is given to individuals who can demonstrate financial hardship.

Members (known as Rangers) attend on a weekly basis and are taught about all aspects of horsemanship, including riding and looking after horses. Rangers are grouped into Squadrons, which meet at set times each week throughout the year with sessions lasting between 3 to 5 hours. Activities alternate each week, with Rangers enjoying riding and badge work one week and then doing stable management, paddock duties and further badge work the following week. Squadrons are run entirely by adult volunteers, most of whom were Rangers themselves as children.

As they progress, Rangers learn the skills necessary to look after the horses and ponies. They develop confidence and a sense of pride in themselves and their abilities. Further they learn leadership and team working skills, as they take responsibility of supervising and teaching younger Rangers. A child of 8 who joins as a Ranger in the junior section, will gradually be given responsibility for undertaking tasks and mentoring other young members before moving to senior section at the age of 10, where the same sequence of progression continues.

Young people with special needs are integrated, where possible into the mainstream squadron activities. However, for those with more acute requirements, HRA is a member of RDA and is able to offer two different programmes (Squadrons 6 and 7) for riders with special needs.

Whilst the covid pandemic has had a very adverse effect on our RDA activities, we have been running regular assessments for both participants and volunteers to get our RDA operations back on track.

We have planned a number of extra activities offered to Rangers which include:  
a visit to the stables at Great Scotland Yard with 20 Rangers, family tickets to the Beating Retreat concert

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2023**

at Horse Guards Parade, a Trip to the Metropolitan Police Stables and training at Imber Court with 30 Rangers, a visit to the Kings Troup with 20 Rangers.

And we will be planning a special offer to all Rangers and their families to Ice skating at Hampton Court, available for 300 members and family. All trips are escorted by staff or volunteers.

- Squadron 6 operates Thursdays and Fridays during term time and provides riding opportunities for local disabled children and adults at risk. Classes take place in the Indoor Riding School at the Stockyard and in Bushy Park and last on average 45 minutes. We also provide ground-based opportunities for individuals looking to access horse facilitated learning to help build confidence and self-esteem.
- Squadron 7 operates on a Wednesday evening and aims to give young people with disabilities a similar programme of activities as the mainstream Squadrons, whilst harnessing elements of the RDA programmes. We currently have 6 participants who cover riding and aspects of horse management such as grooming and horse equipment. Many Rangers from the mainstream Squadrons are volunteers helping to run the Squadron which is mutually beneficial.

HRA is very reliant on volunteers to fulfil its objectives. Volunteers are mostly long-standing members of HRA, and whilst still enjoying coming in, they are encouraged to take on extra responsibilities to help the younger Rangers learn and take full benefit of the inclusive community offered. These Rangers, Commandants and Officers run the programme of activities for Squadrons 1 to 5 and volunteer RDA coaches run the programme of activities during the week for Squadrons 6 and 7.

A summary of the composition of each Squadron is provided below (as of 31 March 2023) –

<b>Mainstream Horse Rangers</b>					
<b>Membership Numbers</b>	<b>SQN 1</b>	<b>SQN 2</b>	<b>SQN 3</b>	<b>SQN 5</b>	<b>TOTAL</b>
Rangers	55	67	59	29	210
Unattached Rangers	9	4	7		20
<b>Total Rangers</b>	<b>64</b>	<b>71</b>	<b>66</b>	<b>29</b>	<b>230</b>

Total Officers inc Cadet Officers	11	16	14	5	46
<b>Total Officers</b>	<b>11</b>	<b>16</b>	<b>14</b>	<b>5</b>	<b>46</b>
<b>Overall Total</b>					<b>276</b>
<b>Prior Year</b>					<b>275</b>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2023**

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**SQL 6**

**SQL 6**

Number of places per week for local riders with Special Needs	18
Maximum number of riders per class	4
RDA Group Coaches	4
RDA Assistant Coaches	0
RDA Trainee Coaches	2
Number of RDA Classes per week (during school terms)	5
Average number of volunteers required for each session	12
Number of volunteers registered for RDA sessions	33

**SQL 7**

**SQL 7**

Rangers	6
RDA Group Coaches	4
RDA Assistant Coaches	0
RDA Trainee Coaches	2
Average number of volunteers required for each session	10
Number of volunteers registered for RDA sessions	15

**Breakdown of Riders' Special Needs:**

Communication Problems	21
Sensory Disability	10
Disability which affects ability to walk/weight bear independently	8
Autistic Spectrum Disorder	8
Learning Disability	8
Multiple/Complex Disability	9

We are gradually increasing our numbers for Rangers but it has been from quite a low base after the covid hiatus. We have improved our RDA operations as our volunteer numbers have picked up after the pandemic.

We are managing our temporary move from the Royal Mews. Horses are based, stabled and turned out at the Stockyard and at the Royal Paddocks however the start of the HRA operations always begins and ends at the Stockyard.

# THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED COMPANY LIMITED BY GUARANTEE

YEAR ENDED 31 MARCH 2023

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## ACHIEVEMENTS AND PERFORMANCE

Progression through the Horse Rangers is monitored by badge work and promotions. During the year, as and when achieved, Rangers will receive their badges (Tenderfoot, Bronze Spur, Silver Spur and Golden Spur), recognising a combination of technical knowledge and horsemanship at the required level.

HRA has an online portal for Rangers called PonyHub. Rangers are able to access their training, badge records and lecture information. It was launched in 2019 and proves very useful for Rangers to look at their progress and to access equine lectures uploaded by the Instructors and Commandants. Pony Hub is also a place for medical records and emergency contact information to be stored securely.

The priorities for Trustees for 2022/23 were: -

- To maintain a safe environment for all our members and staff.
- To carry out risk assessments to allow the safe opening up of Ranger activities, when possible, within government restrictions.
- To ensure the charity continues to operate efficiently.
- To recognise that, as a charity, we need to fundraise to cover our core costs and so broadening and growing our fundraising base, specifically developing long term relationships.
- To maintain tight control on costs and looking for efficiency savings wherever possible.
- To maintain the high standard of welfare for the horses used by the Rangers.
- To continue to develop our outreach programme, targeting disadvantaged members in our local community, and
- To grow our volunteer base so as to spread the invaluable work which they do for the charity more evenly and engaging more with the local community.

Ranger numbers have improved in the year 2022-2023 following on from the lockdown periods, we are still a bit low on Ranger numbers compared to pre-pandemic levels, our volunteer numbers are getting better and we hope to increase Ranger numbers for the next financial year.

HRA has had another challenging year. Success in obtaining Grants for our work has remained difficult although it has improved on the previous year. Running costs have been kept on a tight rein and this has improved our position slightly, but the year remained a very difficult one. To increase our Rangers numbers we have to ensure we have enough capable volunteers to manage the Ranger numbers on the day, whilst volunteer numbers are getting better we are always keen to welcome new volunteers for our weekend sessions. Our thanks go out to all our current volunteers for their dedication and hard work over the year.

Over the past year, donations and grants have increased from the prior year although not to the extent we should like, or have forecast. HRA are very grateful to some of our major Grant providers who have given us money for our programmes this year. The Trustees are extremely grateful for all funds received and would like to especially thank the following for their generous donations: -

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2023**

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City Bridge Trust  
Community Foundation of Surrey  
Edith Murphy Foundation  
Groundwork UK  
Jack Petchey  
JAM Trust  
National Lottery  
Rowan Bentall Trust  
Shanly Foundation  
Souter Charitable Trust  
The Edward Gostling Trust  
Womens Freemasons  
Your School Lottery

In addition, the Trustees would like to thank everyone who has donated to HRA via regular monthly payments, online giving in support of some of our horse costs and vet bills. Unfortunately, during 2021-2023 we were not able to raise funds at our usual events held over the course of the year but this is changing and improving for 2023/2024.

However, some generous support and donations, in particular from all those who contributed towards our vet bills for Breeze, Peter Woodberry Watts, JAM Trust and the very many individual donors that have enabled HRA to continue our programmes with Riding for the Disabled and the development and growth of our Supporting Families Programme during the year. HRA is especially grateful to the stable staff and volunteers who work very hard to ensure all our activities are a memorable and enjoyable experience for all.

During the year HRA continued to invest where possible in training for our staff and volunteers (primarily the officers within each Squadron) by ensuring that all necessary training is provided to enable compliance with regulations and also offer the ability to improve skills and increase knowledge. The table below summarises the courses attended during the year, which are in addition to training undertaken by the Rangers within their own squadrons.

All Officers are Safeguarding trained and all other Rangers over the age 18 either have Safeguarding training or are scheduled on a training course in the next 12 months.

All Officers are First Aid trained and DBS checked with a schedule of re-training planned in the year 2023-2024.

All staff are DBS, Safeguarding and First Aid trained.

It should be noted that RDA Coaches and Trainee coaches are qualified according to nationally recognised standards of the RDA.

The suitability, health and welfare of all the horses at HRA is managed at a very high standard by the Head Groom and her staff. The Stable staff's dedication and teamwork ensure that the horses are able to contribute in a very positive way with all the activities at HRA.

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2023**

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A summary of horse numbers and responsibilities is provided below: -

<b>Responsibility</b>	<b>No. Horses</b>
Mainstream work only	10
RDA and Mainstream	8
In retirement - used for teaching	3
In Training	1
Off work	1
	<hr/>
	23

**FINANCIAL REVIEW**

HRA has reported a loss of £132,447 (2022: loss £32,093) for the year. Principal funding sources are donations from rangers and grants.

Income of £528,337 (2022: £545,511) was lower than the previous year as the net result of: -

- Donations of £399,201 (2022: £365,599) have increased due to a return to more normal levels of activity and in 2023.
- Other income of £25,608 (2022: £30,475) decreased due to receipt of £9,239 in 2022 from the Coronavirus Job Retention Scheme offset by a £4,372 increase in Veterinary insurance recovery.
- Grant income of £84,577 (2022: £140,599) decreased principally due to some long term funding awards coming to an end in 2022. programme. HRA employed an external consultant to assist with the submission of grant applications.
- Other Trading Activities of £17,195 (2022: £7,413) increased mainly through an appeal which raised £11,500 for vet costs for Breeze.
- Investment income of £1,776 (2022: £1,425)

Expenditure of £660,784 (2022: £577,604) which has increased significantly is principally due to 2022 benefiting from an insurance claim of £42,819 compared to a loss of £3,650, an increase in staff costs of £17,193, an increase in training and health and safety of £6,877, rent for temporary premises of £7,509, a number of one off relocation costs of £7,419, increased depreciation of £12,405, a £18,240 increase in fundraising costs offset by reductions in repairs and maintenance of £9,216, a fall in Horse costs of £13,443 and legal and professional fees of £5,326 and a saving of £6,409 on office, staff and motor costs.

The net cash position has decreased from £278,635 to £98,672 due to £69,000 being invested in new assets following the move to new premises, repayment of £9,000 of the Bounce Back loan of £9,000 with the balance being used to fund operational activities.

During the year Management at HRA continued to pursue an ambitious and challenging fundraising programme to bridge the gap between income and costs. In particular they were able to secure agreement

# THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED COMPANY LIMITED BY GUARANTEE

YEAR ENDED 31 MARCH 2023

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for a two year grant which will bring in £88,000 over the two year period. The costs of providing each element of HRA's activities are monitored against the funding received, highlighting where targeted efforts with respect to fund raising are required. Of particular note is the Supporting Families programme where opportunities are given to families who would otherwise struggle to access the experience HRA offers. Grants are awarded on the basis of eligibility and the cost of providing the service and each application is considered individually to ensure the right level of support is available. During the year 31 Rangers benefitted from funds raised to support this programme.

Whilst at a still reduced level of activity, there has been growth in the RDA programme and it remains an area where HRA is 100% committed to its development. Going forwards we have a training plan in place to qualify some of our volunteers as accredited RDA coaches and this in turn will allow us to substantially increase our numbers and benefits for RDA riders.

## Going Concern

On 31 March 2023 HRA had unrestricted free reserves of £12,749 (2022: £189,174), The aftermath of the pandemic and getting HRA back up to speed, combined with the re-focusing of funding from some of our core grant givers away from HRA and other established charities had a financial impact over the 2022-2023 financial year. The budget produced by the trustees to 31 December 2024 forecasts that free reserves will be £75,000 by that date, the trustees together with staff and volunteers are spending time looking at ways to improve the Charity's financial position to guarantee its future. The trustees however remain optimistic that the level of grant income budgeted remains achievable, as it is a conservative estimate of the grant applications submitted, and the engagement of a full-time fundraiser should result in an improvement to the charity's financial position. For these reasons, the trustees believe it appropriate to continue to prepare the accounts for the year to 31 March 2023 on a going concern basis.

## Reserves Policy

HRA's current reserves policy is to ensure there is no disruption to activities in the event of an unforeseen reduction in income or increase in expenditure. The reserves have decreased from £189,174 in 2022 to £12,749 in 2023. The trustees are optimistic that the position should improve by March 2024 as stated under Going Concern above.

The reserves policy is kept under regular review and Trustees base their decision on an evaluation of risk in order to set the appropriate free available reserves level. It should be noted that the level of reserves which HRA retains in more difficult economic times may be higher than in a more benign environment reflecting additional difficulties in trying to fundraise (to meet any funding gaps) in such circumstances.

## Investment Policy

HRA has absolute powers of investment of its corporate reserves. The Board continue to review the investment risks and rewards in the current state of the market. Our policy is to put funds not required for day-to-day cash management in higher yielding deposit accounts.

HRA have continued to maintain accounts at five different banks and building societies, with a view to reducing the organisation's exposure to individual financial institutions and to improve investment yield. Each of these accounts continues to be covered under the Financial Services Compensation Scheme. HRA will continue to monitor whether additional accounts will be required in the future.

The Trustees continue to review the banking arrangements in order to ascertain whether better rates of interest can be earned by considering alternative appropriate investment options and also whether HRA can reduce bank charges in the future.

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2023**

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**FUTURE PLANS**

HRA will continue to offer opportunities to children and young people within the local community and is a unique organisation. HRA is not a riding school, and Rangers not only achieve the next best thing to owning their own horse but also form many close and enduring friendships, with the organisation supporting individuals to become well-rounded members of society.

Specific future plans will: -

- Progress discussions and negotiations regarding a long-term solution for premises from which HRA can operate;
- Review HRA's funding model to ensure a more stable revenue base, which matches the cost of delivery of the organisation's activities;
- Promote HRA and the benefits of being a Ranger more widely in the local community. In particular, facilitate discussions between HRA, BHS and RDA to ensure greater alignment of teaching and qualifications.

**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The Trustees who are also directors of HRA are responsible for preparing the Trustees Report and Financial Statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charitable company including the income or expenditure.

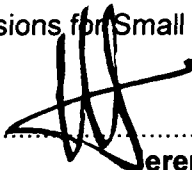
In preparing the accounts the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- Prepare the accounts on the going concern basis unless it is inappropriate to assume that the company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose, with reasonable accuracy, the financial position of the charitable company at any time, and to enable them to ensure that the accounts comply with the provisions of the Companies Act 2006. They are also responsible for safeguarding the charitable company's assets and hence for taking reasonable steps for the prevention and detection of error, fraud or other irregularities.

The Trustees confirm, as far as they are aware, that there is no relevant audit information of which the charitable company's auditors are unaware; and that the Trustees have taken all steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that HRA's auditors are aware of that information.

This report has been prepared in accordance with the Special Provisions for Small Companies under Part 15 of the Companies Act 2006.

  
.....  
**Jeremy Schomberg Trustee**  
Approved by the Trustees on 19 December 2023

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2023**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE HORSE RANGERS ASSOCIATION  
(HAMPTON COURT) LIMITED**

**Opinion**

We have audited the financial statements of The Horse Rangers Association (Hampton Court) Limited (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, Statement of cashflows and notes to the financial statements, 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Material uncertainty relating to Going Concern**

We draw your attention to Note 26 in the financial statements, which indicates that the charitable company incurred an unrestricted loss of £131,746 in the year ended 31 March 2023 and as of that date free reserves were £12,749. The level of free reserves along with other matters in Note 26 indicates that a material uncertainty exists that may cast significant doubt on the charitable company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

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

**Other information**

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

We have nothing to report in this regard.

# THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED COMPANY LIMITED BY GUARANTEE

**YEAR ENDED 31 MARCH 2023**

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## **Opinions 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, which includes the directors' report prepared for company law purposes, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the and the directors' report included within 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 the 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 the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees' were not entitled to 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.

## **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 11 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.

## **Auditor's responsibilities for the audit of the financial statements**

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

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and the Trustees as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of Trustee meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2023**

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

A further description of our responsibilities is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.<sup>5</sup>

**Use of our report**

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



Andrew Skilton (Senior Statutory Auditor)

For and on behalf of Brewers Chartered Accountants, Statutory Auditor

Bourne House  
Queen Street  
Gomshall  
Surrey  
GU5 9LY

19 December 2023

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT  
YEAR ENDED 31 MARCH 2023**

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds Year Ended 31 March 2023 £	Total Funds Year Ended 31 March 2022 £
<b>Income From:</b>					
Donations and grants	2,3	416,751	67,007	483,758	506,198
Other trading activities	4	17,195	-	17,195	7,413
Investments	5	1,776	-	1,776	1,425
Other	6	25,608	-	25,608	30,475
<b>Total</b>		<u>461,330</u>	<u>67,007</u>	<u>528,337</u>	<u>545,511</u>
<b>Expenditure on:</b>					
Raising funds	7	38,620	-	38,620	17,392
Charitable activities	8	604,899	17,265	622,164	560,212
<b>Total</b>		<u>643,519</u>	<u>17,265</u>	<u>660,784</u>	<u>577,604</u>
<b>Net (expenditure)/Income</b>		(182,189)	49,742	(132,447)	(32,093)
Transfer between funds	18,19	50,443	(50,443)	-	-
<b>Net Movement in funds</b>		<u>(131,746)</u>	<u>(701)</u>	<u>(132,447)</u>	<u>(32,093)</u>
<b>Reconciliation of funds</b>					
<b>Funds Brought forward</b>		<u>227,897</u>	<u>38,463</u>	<u>266,360</u>	<u>298,453</u>
<b>Funds Carried forward</b>	18,19	<u>96,151</u>	<u>37,762</u>	<u>133,913</u>	<u>266,360</u>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**BALANCE SHEET**  
**YEAR ENDED 31 MARCH 2023**

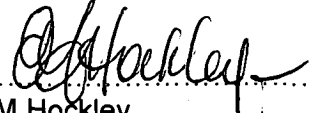
		Unrestricted £	Restricted £	31 March 2023 £	31 March 2022 £
<b>FIXED ASSETS</b>					
Investments	13	2	-	2	2
Tangible assets	14	83,400	34,481	117,881	73,902
<b>CURRENT ASSETS</b>					
Debtors	15	19,143	-	19,143	54,200
Cash at bank and in hand		<u>84,559</u>	<u>30,150</u>	<u>114,709</u>	<u>278,635</u>
		<u>103,702</u>	<u>30,150</u>	<u>133,852</u>	<u>332,835</u>
<b>CREDITORS: Amounts falling due within one year</b>	16	<u>(58,365)</u>	<u>(26,869)</u>	<u>(85,234)</u>	<u>(99,085)</u>
<b>NET CURRENT ASSETS</b>		<u>45,337</u>	<u>3,281</u>	<u>48,618</u>	<u>233,750</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		128,739	37,762	166,501	307,654
<b>CREDITORS: Amounts falling due after one year</b>	17	<u>(32,588)</u>	<u>-</u>	<u>(32,588)</u>	<u>(41,294)</u>
<b>NET ASSETS</b>		<u>96,151</u>	<u>37,762</u>	<u>133,913</u>	<u>226,360</u>
<b>FUNDS</b>					
Unrestricted	18	96,151	-	96,151	227,897
Restricted	19	<u>-</u>	<u>37,762</u>	<u>37,762</u>	<u>38,463</u>
<b>TOTAL FUNDS</b>		<u>96,151</u>	<u>37,762</u>	<u>133,913</u>	<u>266,360</u>

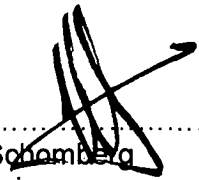
These Financial Statements have been prepared in accordance with the special provision for small companies under Part 15 of the Companies Act 2006 and in accordance with the provisions of FRS 102 Section 1A – small entities.

The Trustees acknowledge their responsibilities for: -

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

These Financial Statements were approved by the members of the Board on 19 December 2023 and are signed on their behalf by:

  
 .....  
 M Hockley  
 Company number: 04712789  
 Charity number: 1098257

  
 .....  
 J Schomburg  
 Chair

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF CASH FLOWS  
YEAR ENDED 31 MARCH 2023**

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	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
<b>Cash flows from operating activities:</b>		
<b>Note 23</b>	(89,168)	(16,011)
<b>Cashflows from investing activities:</b>		
Interest	1,776	1,425
Purchase of Tangible Fixed assets	(68,578)	(25,894)
Proceeds from sale of assets	750	52,123
<b>Net cash provided by/(used) in investing activities</b>	<u>(66,052)</u>	<u>27,654</u>
<b>Cash flows from financing activities:</b>		
Bounce back loan	-	50,000
Repayments of Bounce back Loan	(8,706)	-
<b>Net cash provided by financing activities</b>	<u>(8,706)</u>	<u>50,000</u>
<b>Change in cash and cash equivalents</b>	(163,926)	61,643
<b>Cash and cash equivalents at the beginning of the reporting period</b>	278,635	216,992
<b>Cash and cash equivalents at the end of the reporting period</b>	<u>114,709</u>	<u>278,635</u>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2023**

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**1. ACCOUNTING POLICIES**

**(a) Basis of accounting**

The charity is a public benefit entity and these Financial Statements have been prepared under the historical cost convention in accordance with Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and in accordance and the Companies Act 2006. The presentational and functional currency is £ and the accounts are rounded to £1.

**(b) Going concern**

The accounts have been prepared on a going concern basis as the trustees believe that the level of free reserves will increase from £12,749 at 31 March 2023 based on the forecast and budget and there are sufficient resources to continue for the foreseeable future, which is defined as one year from the date of signing these accounts. Further information is given in Note 26.

**(c) Subscriptions**

Subscriptions which are voluntary are recognised when the charity is entitled to receipt.

**(d) Donations and Grants**

Donations and grants relate to contributions made by individuals and organisations and are recognised when there is a probability of receipt, and the amount can be measured with reasonable certainty. Grants with performance conditions are only recognised once conditions have been met.

**(e) Gift Aid**

Gift aid is recognised at the same time as the related donation.

**(f) Trading Income**

Trading income relates to commission made on uniforms sold by PSL Team Sports, sales of badges and money raised from additional lessons and hacks offered to members and volunteers. Trading income is recognised when receivable.

**(g) Fundraising Income**

Income from events is recognised in the period in which the event takes place.

**(h) Other Income**

Other income is Veterinary Insurance recovery, and the Coronavirus Job Retention Scheme, and is recognised in the period to which the claim relates.

**(i) Interest**

Interest is recognised on an accrual's basis.

**(j) Intangible income**

The charity operates from Crown Property. No intangible income has been recorded in the accounts due to the impossibility of valuing a royal property.

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2023**

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**(k) Direct and Overhead Expenditure**

Expenditure is recognised on an accrual's basis. Certain expenditure is directly attributable to specific activities and has been included in those cost categories. The irrecoverable element of VAT is included with the item of expense to which it relates. Charitable Activities includes staff costs, insurance, horse costs, plus a proportion of support costs. Raising funds includes the costs associated with fundraising and a proportion of central support costs. Governance costs include legal advice and audit. Support costs have been allocated according to percentage of time spent by employees on charitable activities, cost of generating funds and governance. Redundancy payments are made in line with statutory requirements.

**(l) Pension**

The Charity operates a defined contribution scheme, operated by Royal London. Costs are included in staff pension costs. Costs recognised are equivalent to the contribution in the year and are recognised on an accrual's basis.

**(m) Investment Policy**

Investments in subsidiaries are recorded at cost.

**(n) Fixed Assets**

Fixed Assets are stated at cost less depreciation and impairment charges. Fixed assets below £100 are not capitalised.

**(o) Depreciation**

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Horses and Equipment – 10% / 25% straight line

Computer Equipment - 33% straight line

Motor Vehicles – 25% straight line

The carrying value of fixed assets are reviewed annually to consider impairment.

**(p) Debtors**

Debtors are measured at settlement amount, net of any discount.

**(q) Cash and cash equivalents**

Cash and cash equivalents include cash at bank and short term highly liquid investments with a maturity of 100 days.

**(r) Creditors**

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts.

**(s) Funds**

Unrestricted funds are donations and other income receivable not subject to any restrictions. Restricted funds are grants and donations to be used for specific purposes as laid down by the donor and are deferred where conditions of the grant require it.

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2023**

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**(t) Operating leases**

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged against the profits on a straight-line basis over the period of the lease.

**(u) 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.

**(v) Estimates and judgements**

In preparing the accounts it is necessary to make certain judgement, estimates and assumptions that affect the amounts recognised in the financial statements. The charity estimates the useful lives of fixed assets based on the period over which the assets are expected to be available for use. The estimated lives are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear. There is no change in estimated useful lives on 31 March 2023.

**2. DONATIONS**

Unrestricted Income from donations in 2022 was £398,251 (2022: £364,219) and restricted income of £950 (2022: £1,380). Income from donations was net of the subsidies given under the supporting families programme. A total of 31 rangers benefited from this programme.

**3. GRANT INCOME**

	Un- Restricted Funds £	Restricted Funds £	31 March 2023 £	31 March 2022 £
Grants	<u>18,500</u>	<u>66,057</u>	<u>84,557</u>	<u>140,599</u>

Under the terms of the grant agreement, the following grants and donations received in the year ended 31 March 2023 are disclosed individually. In 2023 a grant from City Bridge Trust with their agreement was repurposed for core costs. This is referenced below.

<b>Funder</b>	<b>Purpose</b>	<b>Value</b>
City Bridge Trust	RDA-repurposed to core costs	£13,500
City Bridge Trust	Grow RDA	£24,500
The Edward Gostling Foundation	Core costs	£5,000
The Jam Trust	Contribution to storm damage	£5,000
Community Foundation for Surrey	Supporting Families	£6,816
The National Lottery	Supporting Families	£8,847
Jack Petchey	Awards	£3,175
Souter Charitable Trust	Supporting Families	£3,000
The Shanly Foundation	Supporting Families	£2,500
Groundwork UK	Supporting Families	£1,125
The Edith Murphy Foundation	Supporting Families	£1,000

Some of these have been deferred to the following year in accordance with the donor's specifications.

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2023**

**4. OTHER TRADING ACTIVITIES**  
**Unrestricted**

	<b>31 March 2023</b>	<b>31 March 2022</b>
	<b>£</b>	<b>£</b>
Income from sale of goods	316	793
Income from rendering of services	504	902
Fundraising income	<u>16,375</u>	<u>5,718</u>
	<u>17,195</u>	<u>7,413</u>

**5. INTEREST RECEIVABLE**

	<b>Un- Restricted Funds £</b>	<b>Restricted Funds £</b>	<b>31 March 2023 £</b>	<b>31 March 2022 £</b>
Bank interest receivable	<u>1,776</u>	<u>-</u>	<u>1,776</u>	<u>1,425</u>

**6. OTHER INCOME**  
**Unrestricted**

	<b>31 March 2023 £</b>	<b>31 March 2022 £</b>
Coronavirus Job Retention Scheme	-	9,239
Veterinary Insurance recovery	<u>25,608</u>	<u>21,236</u>
	<u>25,608</u>	<u>30,475</u>

	<b>31 March 2023 £</b>	<b>31 March 2022 £</b>
Veterinary Insurance recovery	25,608	21,236
Less Veterinary Costs	<u>(55,412)</u>	<u>(85,292)</u>
Net Veterinary Costs	<u>(29,804)</u>	<u>(64,056)</u>

**7. RAISING FUNDS**

	<b>Un- Restricted Funds £</b>	<b>Restricted Funds £</b>	<b>31 March 2023 £</b>	<b>31 March 2022 £</b>
Trading costs	1,074	-	1,074	1,662
Salaries	2,940	-	2,940	-
Fundraising costs	31,065	-	31,065	12,825
Support costs allocation	<u>3,541</u>	<u>-</u>	<u>3,541</u>	<u>2,905</u>
Total	<u>38,620</u>	<u>-</u>	<u>38,620</u>	<u>17,392</u>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2023**

<b>8. CHARITABLE ACTIVITIES</b>	<b>Un-restricted Funds</b>	<b>Restricted Funds</b>	<b>31 March 2023</b>	<b>31 March 2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Salaries	227,910	3,987	231,897	224,420
Insurance	41,938	1,281	43,219	42,950
Horse costs	146,920	7,683	154,603	168,036
Staff costs	7,944	-	7,944	9,932
Depreciation	17,908	700	18,608	6,474
Loss/(Profit) on disposal of assets	3,650	-	3,650	(42,819)
Motor costs	10,866	-	10,866	12,630
Charitable expenses	2,681	3,614	6,295	5,500
Repairs and maintenance	4,796	-	4,796	14,012
Licences	3,210	-	3,210	3,812
Training, Health and safety	10,779	-	10,779	3,902
Support cost allocation	<u>126,297</u>	<u>-</u>	<u>126,297</u>	<u>111,363</u>
	<u>604,899</u>	<u>17,265</u>	<u>622,164</u>	<u>560,212</u>

**9. SUPPORT COSTS (memorandum)**

	<b>Un-restricted Funds</b>	<b>Restricted Funds</b>	<b>31 March 2023</b>	<b>31 March 2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Salaries	74,594	-	74,594	67,818
Office costs	21,501	-	21,501	24,158
Depreciation	1,591	-	1,591	1,320
Bank charges	4,125	-	4,125	3,994
Bank and BBL Loan interest	1,467	-	1,467	-
Staff welfare & recruitment	2,100	-	2,100	2,120
Relocation costs	7,509	-	7,509	-
Rent	7,419	-	7,419	-
Governance costs	<u>9,532</u>	<u>-</u>	<u>9,532</u>	<u>14,858</u>
	<u>129,838</u>	<u>-</u>	<u>129,838</u>	<u>114,268</u>

Allocated against costs of generating funds and charitable costs on the basis of time spent. In 2022 Support costs were all unrestricted.

**10. GOVERNANCE COSTS**

	<b>Un-restricted Funds</b>	<b>Restricted Funds</b>	<b>31 March 2023</b>	<b>31 March 2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Other	1,793	-	1,793	6,679
Auditors' remuneration	5,770	-	5,770	5,770
Auditors fee for accountancy	<u>1,969</u>	<u>-</u>	<u>1,969</u>	<u>2,409</u>
	<u>9,532</u>	<u>-</u>	<u>9,532</u>	<u>14,858</u>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2023**

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**11. TOTAL RESOURCES EXPENDED**

	Staff Costs £	Depreciation £	Other Costs £	31 March 2023 £	31 March 2022 £
Direct charitable expenditure	231,897	18,608	245,362	495,867	448,849
Costs of Generating funds	2,940	-	32,139	35,079	14,487
Support costs	<u>74,594</u>	<u>1,591</u>	<u>53,653</u>	<u>129,838</u>	<u>114,268</u>
	<u>309,431</u>	<u>20,199</u>	<u>331,154</u>	<u>660,784</u>	<u>577,604</u>

The aggregate payroll costs were:

	31 March 2023 £	31 March 2022 £
Salaries	280,233	267,411
Social security costs	21,274	17,506
Pension	<u>7,924</u>	<u>7,321</u>
	<u>309,431</u>	<u>292,238</u>

No employee earned more than £60,000. The charity has taken out indemnity insurance for the Trustees. No Trustee received remuneration for their services in the year. No expenses were reimbursed to the Trustees during the year (2022: £nil)

**Particulars of employees:**

The average number of staff employed by the charity during the financial period amounted to:

	31 March 2023	31 March 2022
Support staff	3	3
Charitable staff	<u>10</u>	<u>10</u>
	<u>13</u>	<u>13</u>

The Trustees consider the key management personnel to comprise the Director, the Stable Manager. The total compensation paid to key management personnel in the year was £94,617 (2022: £90,600).

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2023**

**12. NET INCOMING RESOURCES**

Net incoming resources is stated after charging

	<b>31 March 2023 £</b>	<b>31 March 2022 £</b>
Depreciation	20,199	7,794
Loss/(Profit) on disposal of asset	3,650	(42,819)
Auditors Remuneration	5,770	5,770
Preparation of accounts	1,969	2,409
Operating lease rentals	3,424	4,220

**13. INVESTMENTS**

The Company has two 100% owned subsidiaries, each comprising a £1 investment in the ordinary share capital.

- Horse Rangers No.1 Limited will act as a trading subsidiary
- Horse Rangers Association Limited has been incorporated to protect and promote the identity, interests, intellectual property, and mode of operation of The Horse Rangers Association (Hampton Court) Ltd.

Neither company traded during the year. Reserves on 31 March 2023 were £1 each.

**14. TANGIBLE FIXED ASSETS**

	<b>Fittings &amp; Equip- ment £</b>	<b>Computers £</b>	<b>Motor Vehicles £</b>	<b>Horses £</b>	<b>Total £</b>
<b>COST on 31 March 2022</b>	105,003	34,924	19,267	62,645	221,839
Additions	41,683	1,895	18,000	7,000	68,578
Disposals	-	-	(6,600)	-	(6,600)
<b>At 31 March 2023</b>	<u>146,686</u>	<u>36,819</u>	<u>30,667</u>	<u>69,645</u>	<u>283,817</u>
<b>DEPRECIATION at 31 March 2022</b>	69,314	31,781	13,657	33,185	147,937
Charge for the period	8,618	1,591	4,810	5,180	20,199
Disposals	-	-	(2,200)	-	(2,200)
<b>At 31 March 2023</b>	<u>77,932</u>	<u>33,372</u>	<u>16,267</u>	<u>38,365</u>	<u>165,936</u>
<b>NET BOOK VALUE</b>					
<b>At 31 March 2023</b>	<u>68,754</u>	<u>3,447</u>	<u>14,400</u>	<u>31,280</u>	<u>117,881</u>
<b>At 31 March 2022</b>	<u>35,689</u>	<u>3,143</u>	<u>5,610</u>	<u>29,460</u>	<u>73,902</u>

Restricted assets are a mechanical Horse with net book value of £32,760 included within Equipment and within Horses are three restricted horses (2022: three) for Riding for the Disabled with a net book value of £1,721 (2022 - £2,421).

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2023**

**15. DEBTORS**

	Unrestricted	Restricted	31 March 2023 £	31 March 2022 £
Other debtors	3,346	-	3,346	24,986
Prepayments	<u>15,797</u>	<u>-</u>	<u>15,797</u>	<u>29,214</u>
	<u>19,143</u>	<u>-</u>	<u>19,143</u>	<u>54,200</u>

**16. CREDITORS: amounts falling due within one year**

	Unrestricted	Restricted	31 March 2023 £	31 March 2022 £
Trade creditors	13,256	-	13,256	32,725
Other creditors	1,054	-	1,054	1,574
Taxes & social	5,812	-	5,812	5,504
Deferred income	-	26,869	26,869	36,973
Accruals	13,500	-	13,500	13,603
Overdraft	16,037	-	16,037	-
Bounce Back Loan	<u>8,706</u>	<u>-</u>	<u>8,706</u>	<u>8,706</u>
	<u>58,365</u>	<u>26,869</u>	<u>85,234</u>	<u>99,085</u>

**Movement in deferred income**

During the year grant income of £38,463 was received and £48,567 was released into grant income. This resulted in a net decrease in deferred income of £10,104.

Deferred income of £26,869 at year-end comprises £1,111 for Jack Petchey and £13,758 for the Supporting families' programme and £12,000 awarded by City Bridge Trust for growth in the RDA for 2023/2024. Supporting families Income deferred as relates to periods and

**17. CREDITORS > 1 YEAR**

	Unrestricted	Restricted	31 March 2023 £	31 March 2022 £
Bounce Back Loan	<u>32,588</u>	<u>-</u>	<u>32,588</u>	<u>41,294</u>
	<u>32,588</u>	<u>-</u>	<u>32,588</u>	<u>41,294</u>

The charity received a bounce back loan in April 21. The loan is repayable over six years commencing May 2022. Interest rate is 2.5% with no interest payable for the first year.

Debts owed to HSBC are secured by a fixed and floating charge over all assets.

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2023**

**18. UNRESTRICTED FUNDS**

	<b>31 March 2023 £</b>	<b>31 March 2022 £</b>
General fund brought forward	227,897	257,661
Income	461,330	458,074
Expenditure	(643,519)	(526,902)
Transfers from restricted fund	<u>50,443</u>	<u>39,064</u>
General fund carried forward	<u>96,151</u>	<u>227,897</u>

**19. RESTRICTED FUNDS**

	<b>31 March 2023 £</b>	<b>31 March 2022 £</b>
Restricted fund brought forward	38,463	40,792
Income	67,007	87,437
Expenditure	(17,265)	(50,702)
Transfer to unrestricted fund	<u>(50,443)</u>	<u>(39,064)</u>
	<u>37,762</u>	<u>38,463</u>

Restricted reserves of £37,762 (2022: £38,463) carried forward, £2,200 (2022: £2,200) purchase of equipment, £32,760 (2022: £32,762) the net book value of the mechanical horse, £1,721 (2022: £2,422), the book value of RDA horses and £1,081 (2022 £1,081) for grants unspent in year. The transfer in the year to unrestricted funds comprises grants of £45,443 (2022: £39,064) for supporting families to cover subscriptions and £5,000 for a grant awarded for storm repairs.

**20. ANALYSIS OF NET ASSETS (between restricted and unrestricted funds)**

<b>2023</b>	<b>Investment s £</b>	<b>Tangible fixed assets £</b>	<b>Other net assets £</b>	<b>Total £</b>
Unrestricted funds	2	83,400	12,749	96,151
Restricted funds	=	<u>34,481</u>	<u>3,281</u>	<u>37,762</u>
	<u>2</u>	<u>117,881</u>	<u>16,030</u>	<u>133,913</u>
<b>2022</b>	<b>Investments £</b>	<b>Tangible fixed assets £</b>	<b>Other net assets £</b>	<b>Total £</b>
Unrestricted funds	2	38,719	189,176	227,897
Restricted funds	=	<u>35,183</u>	<u>3,280</u>	<u>38,463</u>
	<u>2</u>	<u>73,902</u>	<u>192,456</u>	<u>226,360</u>

**21. RELATED PARTY TRANSACTIONS**

The charity was controlled by the Trustees throughout the period.

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2023**

**22. CHARITY**

The Charity had the following total commitments under non-cancellable operating leases.

	<b>31 March 2023</b>	<b>31 March 2022</b>
	<b>£</b>	<b>£</b>
Under one year	9,625	3,424
2-5 years	<u>-</u>	<u>-</u>
	<u>9,625</u>	<u>3,424</u>

	<b>2023</b>	<b>2022</b>
<b>23. Net movement in funds for the reporting period (as per the statement of financial activities)</b>	<b>(132,447)</b>	<b>(32,093)</b>
Adjustments For:		
Depreciation	20,199	7,794
Loss/(profit)disposal	3,650	(42,819)
Interest	(1,776)	(1,425)
Decrease in debtors	35,057	23,760
Decrease/(increase) in creditors	<u>(13,851)</u>	<u>28,772</u>
Net cash used in in operating activities	<u>(89,168)</u>	<u>(16,011)</u>

**24. ANALYSIS OF CHANGES IN CASH AND NET DEBT**

	<b>1 April 2022</b>	<b>Cash flows</b>	<b>Noncash flows</b>	<b>31 March 2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Cash	<u>278,635</u>	<u>(163,926)</u>	<u>-</u>	<u>114,709</u>
	278,635	(163,926)	-	114,709
Borrowings				
Due within one year	(8,706)	(7,331)	(8,706)	(24,743)
Due after one year	<u>(41,294)</u>	<u>-</u>	<u>8,706</u>	<u>(32,588)</u>
Total	(50,000)	(7,331)	-	(57,331)
	<u>228,635</u>	<u>(171,257)</u>	<u>-</u>	<u>57,378</u>

**25. COMPANY LIMITED BY GUARANTEE**

The charity is limited by guarantee. Each of the Members of the charity undertakes to contribute such amount as may be required (not exceeding £10) to the charity's assets in the event of it being wound up while he or she is a member or within one year after he or she ceases to be a member.

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2023**

**26. GOING CONCERN**

The charity's activities together with the factors likely to affect its future development and financial position are set out in the Trustees' Report. Net unrestricted expenditure in 2023 of £131,746 has resulted in a reduction in free reserves to £12,749 at 31 March 2023 from £189,176 at 31 March 2022. The free reserves for 2022-2023 period are attributable to the recovery from the Covid pandemic. The budget produced by the trustees to 31 December 2024 forecasts that free reserves will be £75,000 by that date, the trustees together with staff and volunteers are spending time looking at ways to improve the Charity's financial position to guarantee its future. The trustees however remain optimistic that the level of grant income budgeted remains achievable, as it is a conservative estimate of the grant applications submitted, and the engagement of a full-time fundraiser should result in an improvement to the charity's financial position. For these reasons, the trustees believe it appropriate to continue to prepare the accounts for the year to 31 March 2023 on a going concern basis.

**27. Comparative Statement of Financial Activities**  
**Year ended 31 March 2022**

	Un- restricted Funds £	Restricted Funds £	Total Funds Year Ended 31 March 2022 £
<b>Income From:</b>			
Donations	418,761	87,437	506,198
Charitable activities	-	-	-
Other trading activities	7,413	-	7,413
Investments	1,425	-	1,425
Other	<u>30,475</u>	-	<u>30,475</u>
<b>Total</b>	<u>458,074</u>	<u>87,437</u>	<u>545,511</u>
<b>Expenditure on:</b>			
Raising funds	17,392	-	17,392
Charitable activities	<u>509,510</u>	<u>50,702</u>	<u>560,212</u>
<b>Total</b>	<u>526,902</u>	<u>50,702</u>	<u>577,604</u>
<b>Net (expenditure)/Income</b>	(68,828)	36,735	(32,093)
Transfer between funds	<u>39,064</u>	<u>(39,064)</u>	-
<b>Net Movement in funds</b>	<u>(29,764)</u>	<u>(2,329)</u>	<u>(32,093)</u>
<b>Reconciliation of funds</b>			
<b>Funds Brought forward</b>	<u>257,661</u>	<u>40,792</u>	<u>298,453</u>
<b>Funds Carried forward</b>	<u>227,897</u>	<u>38,463</u>	<u>266,360</u>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2023**

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**The following pages do not form part of the statutory financial statements.**

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2023**

	Year Ended 31 March 2023 £	Year Ended 31 March 2022 £
<b>INCOME</b>		
General Donations	7,304	5,957
Donated Horse Box	18,000	-
Grants repurposed for core costs	13,500	49,500
Donations for RDA	950	380
Grants for RDA/ Outreach/ Young Carers	12,000	44,393
Grants for Supporting families	45,443	39,064
Grant for Strom repairs	5,000	-
Jack Petchey Foundation	3,614	3,600
Other unrestricted grants	5,000	5,042
Bank interest receivable	1,776	1,425
Subscriptions	367,216	350,795
RDA Subscriptions	5,731	7,466
Fundraising	16,375	5,718
Insurance	25,608	21,236
Coronavirus Job Retention Scheme	-	9,240
Uniform sales	316	793
Other trading	504	902
<b>TOTAL INCOME</b>	<u>528,337</u>	<u>545,511</u>
<b>EXPENDITURE</b>		
<b>COST OF GENERATING FUNDS</b>		
Uniform and canteen	1,752	1,662
Salaries	2,940	-
Fundraising Activities	<u>30,387</u>	<u>12,825</u>
	<u>35,079</u>	<u>14,487</u>
<b>CHARITABLE EXPENDITURE</b>		
Salaries	231,897	224,420
Insurance	43,219	42,953
Purchases of hay and feed	47,856	46,230
Waste disposal	24,037	21,181
Veterinary expenses	55,414	85,292
Farrier expenses	27,296	15,330
Staff training & welfare	7,944	9,932
Motor expenses	10,866	12,630
Depreciation of fixed assets	18,608	6,474
Loss/(Profit) disposal of assets	3,650	(42,819)
Repairs and Maintenance	4,796	14,012
Health and Safety/licences	13,989	7,714
Other charitable costs	<u>6,295</u>	<u>5,500</u>
	<u>495,867</u>	<u>448,849</u>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2023**

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	Year Ended 31 March 2023 £	Year Ended 31 March 2022 £
<b>SUPPORT COSTS</b>		
Salaries	74,594	67,818
Light and heat	1,822	3,942
Cleaning	2,180	3,351
Refuse	909	1,298
Stationery and postage	4,034	2,629
Water	(1,190)	711
Computer	5,063	3,511
Hire of equipment	4,275	4,731
Bank charges	4,125	3,994
General expenses	922	1,139
Depreciation	1,591	1,323
Telephone	2,386	1,765
Professional fees	2,893	7,757
Staff welfare	2,100	2,120
Rent	7,419	-
Relocation	7,509	-
Bank and BBL Interest	1,467	-
<b>Governance costs</b>		
Audit & Accounts preparation	<u>7,739</u>	<u>8,179</u>
	<u>129,838</u>	<u>114,268</u>
<b>TOTAL EXPENDITURE</b>	<u>660,784</u>	<u>577,604</u>
<b>NET (EXPENDITURE) FOR THE PERIOD</b>	<u>(132,447)</u>	<u>(32,093)</u>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT)LIMITED**

England & Wales - Charity number 1098257

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# Accounts

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**COMPANY REGISTRATION NUMBER: 04712789  
(REGISTERED IN ENGLAND AND WALES)**



**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
ANNUAL REPORT  
FOR THE YEAR ENDED  
31 MARCH 2022**

**Charity Number: 1098257**

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

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YEAR ENDED 31 MARCH 2022**

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**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2022**

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**TRUSTEES REPORT**

The Trustees, who are also Directors under company law, are pleased to present their annual report and the audited financial statements for the year ended 31 March 2022 under S417 of the Companies Act 2006 and the Charities Act 2011.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the financial statements, comply with the requirements of the Companies Act 2006, the Company's Memorandum and Articles of Association and have been prepared in accordance with Charities Statement of recommended Practice applicable to charities preparing their accounts in the accordance with the provisions of Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102 -Section 1A – for smaller entities).

**REFERENCE AND ADMINISTRATIVE DETAILS**

The Horse Rangers Association (Hampton Court) Limited [hereafter HRA] (Company Registration 4712789) is a Charitable Company (Charity Registration No 1098257), with the liability of its members limited to £10 each by guarantee. The charity's registered office is located at Royal Mews, Hampton Court Road, East Molesey, Surrey KT8 9BW  
Website [www.horserangers.com](http://www.horserangers.com)

HRA retains services of the following key professional advisors: -  
Bankers - HSBC Bank Plc, 54 Clarence Street, Kingston Upon Thames, Surrey KT1 1NS  
Auditors – Brewers Chartered Accountants, Bourne House, Queen Street, Gomshall, Surrey GU5 9LY

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**GOVERNING DOCUMENT**

HRA is governed by its Memorandum and Articles and is registered for charitable purposes with the Charity Commission, Charity Registration number 1098257.

**GOVERNING BODY**

HRA review annually the skills and competencies of the Board of Trustees to maintain the right level of knowledge, experience, and skill. Opportunities for training and support in their roles are provided as and when required. Trustee are recruited by advertising vacancies with online trustee recruitment portals and from within the HRA community. HRA Trustees are elected at a full board meeting with confirmation at the next annual general meeting, or when properly nominated at a general meeting. Consideration on eligibility is given to personal competence and specialist skills, and once elected they are delegated an area of responsibility. The following trustees of HRA served during the year: -

<b>Trustees</b>	<b>Area of Responsibility</b>
Jeremy Schomberg	Chair
Hugh Player	Vice Chair - appointed Trustee 20 July 2021
Liam Kearney	Company secretary, and Property
Marcia Hockley	Remuneration, RDA - appointed Trustee 20 July 2021
Joanna Clay	Governance – appointed Trustee 20 July 2021
Caroline Osmer	Finance, Remuneration – Resigned 21 September 2022
Gemma Ractliffe	Strategy
Ben Skuse	Resigned 14 July 2022

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

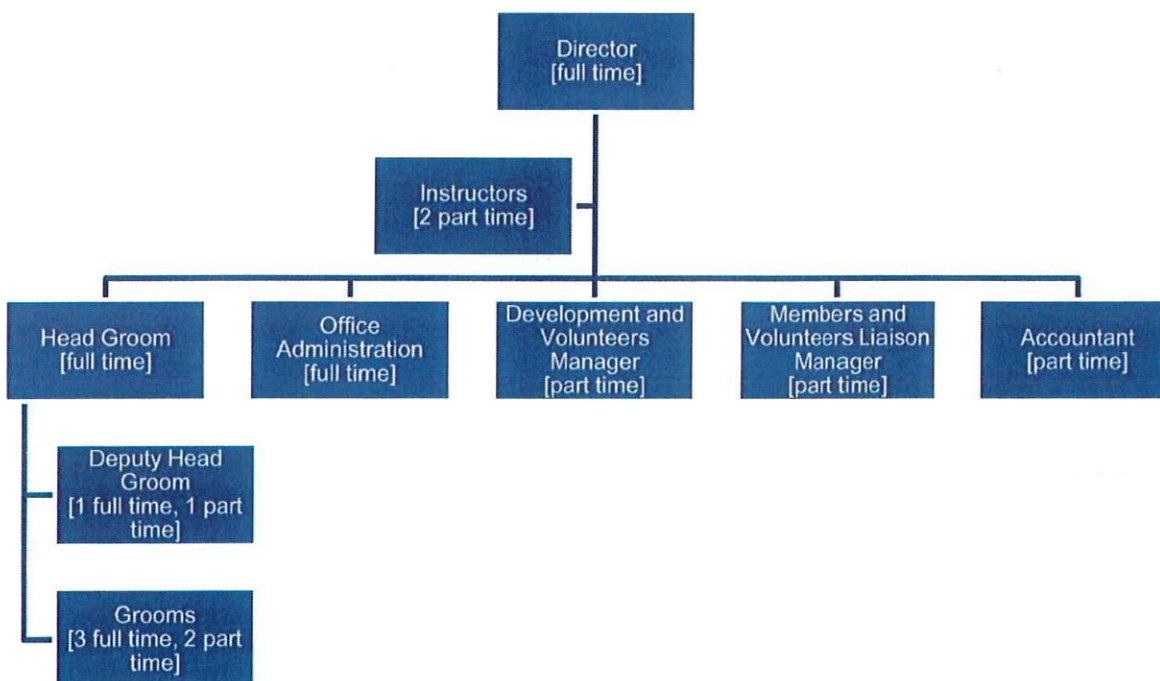
**YEAR ENDED 31 MARCH 2022**

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During the year meetings are held on a regular basis with Trustees, the Director and other key individuals attending when necessary (e.g., Safeguarding Lead, Fundraiser etc.) to determine the general policy of the

charity and review its results and overall management and control. The Board of Trustees as a whole take responsibility for all policies and procedures relevant for HRA.

The work of implementing the policies and managing the day to day running of the organisation is carried out by the Director, and details of the current staffing is provided as per organisation chart below.



As at the date of this report the Director of HRA is Jeremy Richardson and the Development and Volunteers Manager also acts as the Safeguarding Lead.

The Board of Trustees recognises its responsibility to ensure that adequate risk management procedures are both in place and implemented to ensure a safe working environment. The Board has accountability for reviewing and approving the adequacy and effectiveness of internal controls operated by the charity. A risk register is maintained which identifies areas in which the organisation might be vulnerable or on which we need to focus attention, this is managed by Hugh Player, who reviews the register on a regular basis with the Director and Trustees, either individually or at Trustee Meetings. At each meeting the Board of Trustees receives and monitors reports on Health and Safety and Safeguarding.

HRA have been based at the Royal Mews since 1963. The Royal Mews is a Grade 1 Listed building owned and maintained by the Royal Household (our Landlords), and as a result of the regular review by them of the condition of the premises, they have identified the need for some extensive renovations and refurbishments. Regular maintenance of the premises had been curtailed by the coronavirus pandemic. HRA have been advised by our landlords that we need to vacate the Royal Mews by 30 September 2022. Following discussions with the Landlords we have secured the use of some land, field shelters and buildings within the Royal Paddocks, which in turn is within Bushy Park. Building works and refurbishments to the Royal Mews are estimated to take between 18-24 months.

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Office space has also been secured nearby at Constables Boatyard and we continue to enjoy our longstanding use of the Stockyard and riding in Bushy Park.

The charity retains Citation Ltd as specialist advisers on Human Resources, Employment Law and Health and Safety. As part of their contract Citation undertake a Health and Safety Executive (HSE) audit of the premises each year.

The Charity is a member of the National Council of Voluntary Organisations (NCVO), the largest umbrella body for the voluntary and community sector in England. The NCVO highlights changes in government policies and legislation to its members.

HRA is registered as a riding establishment with the London Borough of Richmond upon Thames and as an approved riding centre with the British Horse Society (BHS). As such, it is inspected annually by each of these bodies.

In the most recent BHS inspection, HRA was awarded Commended or Highly Commended in all relevant areas.

As a Member Group of the Riding for the Disabled Association (RDA), our Special Needs RDA Coaches, RDA Assistant Coaches and RDA Trainee Coaches are assessed on a regular basis to ensure that riding sessions are being delivered to standard. The RDA Regional Coach visits several times during the year to ensure quality is maintained and any development needs are addressed as appropriate.

All staff, adult volunteers and members over 18 years' old who have direct access to children or adults at risk, complete an Enhanced Disclosure and Barring Service check. They are also required to adhere to the training requirements set out in the Safeguarding: Protecting Children and Adults at Risk Policy, which is reviewed annually. The Charity employs a member of staff who acts as Safeguarding Lead and she is supported by deputy Safeguarding Leads.

All members, staff, and volunteers accept that riding involves taking risks. These are minimised by careful training and supervision. There are established procedures in place for dealing with accidents, and an analysis of incidents is reported, with a view to identifying problem areas and mitigating future risks.

It should be noted that each horse has a weight carrying limit and that any rider above the relevant limit may be restricted or unable to ride.

## **OBJECTIVES AND ACTIVITIES**

In setting objectives and planning for activities the Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission.

### **Objectives**

HRA is a self-supporting, non-profit making, voluntary youth organisation which enables young people to develop life and leadership skills through learning to ride and look after their horses and ponies. It also supports an active Riding for the Disabled section integrating, wherever possible, those with special needs within mainstream Horse Ranger activities.

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Our objectives are:

- To help members to learn independence and concern for others by guiding them with discipline towards the qualities of integrity, loyalty, honour and trust that will prepare them to become worthy citizens.
- To enable members to develop the skills of good horsemanship through the provision of riding instruction, stable management training and other aspects connected with horses and general recreation.
- To encourage senior members to support both younger members and those with special needs as part of their personal development and in order to achieve promotion through the ranks of the organisation.
- To continue the growth and development of our Supporting Families Programme
- To continue our work within the local community, with local schools, Children's Services, care homes and Young Carer networks. HRA is a member group of RDA and offer weekly riding sessions for children and adults, as well as Outreach days for young carers and disadvantaged children.

## Activities undertaken to achieve objectives

Membership of HRA is available to all young people irrespective of background or ability. Assistance with membership, including provision of uniforms, is given to individuals who can demonstrate financial hardship.

Members (known as Rangers) attend on a weekly basis and are taught about all aspects of horsemanship, including riding and looking after horses. Rangers are grouped into Squadrons, which meet at set times each week throughout the year with sessions lasting between 3 to 5 hours. Activities alternate each week, with Rangers enjoying riding and badge work one week and then doing stable management, paddock duties and further badge work the following week. Squadrons are run entirely by adult volunteers, most of whom were Rangers themselves as children.

As they progress, Rangers learn the skills necessary to look after the horses and ponies. They develop confidence and a sense of pride in themselves and their abilities. Further they learn leadership and team working skills, as they take responsibility of supervising and teaching younger Rangers. A child of 8 who joins as a Ranger in the junior section, will gradually be given responsibility for undertaking tasks and mentoring other young members before moving to senior section at the age of 10, where the same sequence of progression continues.

Young people with special needs are integrated, where possible into the mainstream squadron activities. However, for those with more acute requirements, HRA is a member of RDA and is able to offer two different programmes (Squadrons 6 and 7) for riders with special needs.

Whilst the covid pandemic has had a very adverse effect on our RDA activities, we have been running regular assessments for both participants and volunteers to get our RDA operations back on track. We are working on increasing our RDA operation at least back to pre-covid size, we have a plan in place to increase our current participants from 20 to 28 by March 2023. We will then cautiously make another increase of 16 extra participants by June 2023.

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- Squadron 6 operates Thursdays and Fridays during term time and provides riding opportunities for local disabled children and adults at risk. Classes take place in the Indoor Riding School at the Stockyard and in Bushy Park and last on average 45 minutes.
- Squadron 7 operates on a Wednesday evening and aims to give young people with disabilities a similar programme of activities as the mainstream Squadrons, whilst harnessing elements of the RDA programmes. It is currently just a small squadron of only 4 participants who cover riding and elements of horse management but as we recover from the effects of the pandemic shutdown, we will be increasing over the coming 12 months. Many Rangers from the mainstream Squadrons are volunteers helping to run the Squadron which is mutually beneficial.

HRA is very reliant on volunteers to fulfil its objectives. Volunteers are mostly long-standing members of HRA, and whilst still enjoying coming in, they are encouraged to take on extra responsibilities to help the younger Rangers learn and take full benefit of the inclusive community offered. These Rangers, Commandants and Officers run the programme of activities for Squadrons 1 to 5 and volunteer RDA coaches run the programme of activities during the week for Squadrons 6 and 7.

A summary of the composition of each Squadron is provided below (as of 31 March 2022) –

<b>Mainstream Horse Rangers</b>					
<b>Membership Numbers</b>	<b>SQN 1</b>	<b>SQN 2</b>	<b>SQN 3</b>	<b>SQN 5</b>	<b>TOTAL</b>
Rangers	60	57	66	24	207
Unattached Rangers	6	9	7		22
<b>Total Rangers</b>	<b>66</b>	<b>66</b>	<b>73</b>	<b>24</b>	<b>229</b>

Total Officers inc Cadet Officers	12	13	15	6	46
Unattached Officers			1		1
<b>Total Officers</b>	<b>10</b>	<b>14</b>	<b>17</b>	<b>5</b>	<b>46</b>
<b>Overall Total</b>					<b>275</b>
<b>Prior Year</b>					<b>258</b>

<b>SQN 6</b>	<b>SQN 6</b>
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Number of places per week for local riders with Special Needs	12
Maximum number of riders per class	4
RDA Group Coaches	3
RDA Assistant Coaches	0
RDA Trainee Coaches	0
Number of RDA Classes per week (during school terms)	3
Average number of volunteers required for each session	12
Number of volunteers registered for RDA sessions	68

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<b>SQN 7</b>	<b>SQN 7</b>
Rangers	4
RDA Group Coaches	4
RDA Assistant Coaches	0
RDA Trainee Coaches	1
Average number of volunteers required for each session	10
Number of volunteers registered for RDA sessions	16

<b>Breakdown of Riders' Special Needs:</b>
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Communication Problems	15
Sensory Disability	7
Disability which affects ability to walk/weight bear independently	6
Autistic Spectrum Disorder	6
Learning Disability	5
Multiple/Complex Disability	10

Following the coronavirus pandemic, which had far reaching implications on Horse Rangers, we have tried to return to more normal operations although the break in some of our operations over the past 2 years has caused a number of our long standing volunteers to end their roles with Horse Rangers and replacements have been hard to develop.

On returning to full time operations a number of developments which may have had a staggered effect over the past 24 months have happened within 2022; this includes our temporary move from the Royal Mews and a policy from Royal Parks which, though good for the conservation of nature and for their designated SSSI areas, its implementation has had the effect of curtailing some of our Horse Ranger activities and operations within Bushy Park.

The result of all these three influences has affected some of our Ranger operations and have given us some challenges from a financial perspective, restricting partially our ability to induct new members and to offer a full programme of events and activities.

## **ACHIEVEMENTS AND PERFORMANCE**

Progression through the Horse Rangers is monitored by badge work and promotions. During the year, as and when achieved, Rangers will receive their badges (Tenderfoot, Bronze Spur, Silver Spur and Golden Spur), recognising a combination of technical knowledge and horsemanship at the required level.

HRA has an online portal for Rangers called PonyHub. Rangers are able to access their training, badge records and lecture information. It was launched in 2019 and proved very useful over the lockdown year for Rangers to look at their progress and to access equine lectures uploaded by the Instructors and Commandants. PonyHub is also a place for medical records and emergency contact information to be stored securely.

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The priorities for Trustees for 2021/22 were: -

- To maintain a safe environment following the government lockdowns for staff, volunteers and members ensuring we had the requisite PPE equipment, protocols, and procedures to keep everyone safe and to continue with these precautions going forward.
- To carry out risk assessments to allow the safe opening up of Ranger activities, when possible, within government restrictions.
- To ensure the charity continues to operate efficiently.
- To maintain our dialogue with the Royal Parks, Royal Household, and others regarding our need to move from the Royal Mews and to find an optimum new location.
- To recognise that, as a charity, we need to fundraise to cover our core costs and so broadening and growing our fundraising base, specifically developing long term relationships.
- To maintain tight control on costs and looking for efficiency savings wherever possible.
- To maintain the high standard of welfare for the horses used by the Rangers.
- To continue to develop our outreach programme, targeting disadvantaged members in our local community, and
- To grow our volunteer base so as to spread the invaluable work which they do for the charity more evenly and engaging more with the local community.

Ranger numbers have increased in the year 2021-2022 following on from the lockdown periods, we are still not back to pre-pandemic levels, but we have continued to see a growth in Ranger numbers

With the easing of lockdown restrictions in April 2021 evening induction sessions were held throughout the summer allowing a large number of new members to be inducted together. This has helped to increase our membership numbers. Over 50% of these 'recruits' were part of our Supporting Families Scheme. These sessions were considered to be very successful, and it is hoped to be repeated in future years.

HRA has had another challenging year. Donations (including grants) have decreased compared to the prior year, however the costs of running HRA and looking after our horses remain high, and this has contributed to the loss reported in the financial statement. Rangers numbers have dropped a little this year due to ongoing difficulties in recruiting capable volunteers however we do still have a substantial waiting list of new recruits and we will be working with the Commandants to find a way positive way forwards in the New Year.

Over the past year, donations and grants have remained in line with the prior year. HRA are very grateful to some of our major Grant providers who allowed their grant money to be used for our core costs. The Trustees are extremely grateful for all funds received and would like to especially thank the following for their generous donations: -

BBC Children in Need  
British Equestrian Federation  
British Horse Society  
City Bridge Trust

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Childwick Trust  
Hampton Fund  
Hargreaves Foundation  
Jack Petchey  
Johnnie Johnson Trust  
Mountbatten Fund  
One Richmond  
Richmond Parish Lands  
Rowan Bentall Trust  
Sheldon Trust  
Shotters & Byers  
The Big Give  
The British Horse Society  
The Duke of Edinburgh Trust  
Worshipful Company of Blacksmiths

In addition, the Trustees would like to thank everyone who has donated to HRA via regular monthly payments, online giving in support of HRA electric fencing and horse retirement fundraising campaigns, and our Adopting a Horse scheme. Unfortunately, due to the aftermath of the coronavirus pandemic and the temporary move out from the Royal Mews we were not able to raise funds at our usual events held over the course of the year.

However, some generous support and donations, in particular from Your School Lottery, Get Lucky Local, Peter Woodberry Watts, PayPal Giving Fund, and the very many individual donors that have enabled HRA to continue our programmes with Riding for the Disabled and the development and growth of our Supporting Families Programme during the year. HRA is especially grateful to the stable staff and volunteers who work very hard to ensure all our activities are a memorable and enjoyable experience for all.

During the year HRA continued to invest where possible in training for our staff and volunteers (primarily the officers within each Squadron) by ensuring that all necessary training is provided to enable compliance with regulations and also offer the ability to improve skills and increase knowledge. The table below summarises the courses attended during the year, which are in addition to training undertaken by the Rangers within their own squadrons.

Training Sessions	Attended by			Total
	Rangers	Vols	Staff	
Safeguarding	6	24	3	33
First Aid	6	5	3	14
<b>Total</b>	<b>12</b>	<b>29</b>	<b>6</b>	<b>47</b>

It should be noted that RDA Coaches and Trainee coaches are qualified according to nationally recognised standards of the RDA.

The suitability, health and welfare of all the horses at HRA is managed at a very high standard by the Head Groom and her staff. The Stable staff's dedication and teamwork ensure that the horses are able to contribute in a very positive way with all the activities at HRA.

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A summary of horse numbers and responsibilities is provided below: -

<b>Responsibility</b>	<b>No. Horses</b>
Mainstream work only	11
RDA and Mainstream	9
In retirement - used for teaching	3
	<hr/>
	23

**FINANCIAL REVIEW**

HRA has reported a loss of £32,093 (2021 Surplus £38,776) for the year. Principal funding sources are donations from rangers and grants.

Income of £545,511 (2021 £623,246) was lower than the previous year as the net result of: -

- Donations of £365,599 (2021 £396,088) being significantly reduced due to the ongoing impact of the coronavirus pandemic.
- Other income of £30,475 (2021 60,316) decreased due to a reduction of £42,517 claimed from the Coronavirus Job Retention Scheme offset by a £12,676 increase in Veterinary insurance recovery.
- Grant income of £140,599 (2021 £164,570) decreased partly through the receipt of a Youth Covid 19 Support Fund grant of £51,313 from the Department for Digital Media, Culture and Sport in the prior year which has been offset to some degree by an increase of £33,428 for the Supporting families programme. HRA have employed an external consultant to assist with the submission of grant applications.
- Other Trading Activities of £7,413 (2021: £168) increased mainly through receipts from Your School Lottery and the Christmas Fayre events.

Expenditure of £577,604 (2021 £584,470) in total was broadly in line with the prior year

During the year Management at HRA continued to pursue an ambitious and challenging fundraising programme to bridge the gap between income and costs. In particular they were able to secure agreement from a number of larger funders that funding could be redesignated to cover 'core costs'. The costs of providing each element of HRA's activities are monitored against the funding received, highlighting where targeted efforts with respect to fund raising are required. Of particular note is the Supporting Families programme where opportunities are given to families who would otherwise struggle to access the experience HRA offers. Grants are awarded on the basis of eligibility and the cost of providing the service and each application is considered individually to ensure the right level of support is available. During the year 31 Rangers benefitted from funds raised to support this programme.

Whilst at a very reduced level activity during the year the RDA and Outreach Programmes are relatively well funded and remain an area where HRA is 100% committed to the operation and growth of this programme.

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**Reserves Policy**

HRA's current reserves policy is to ensure there is no disruption to activities in the event of an unforeseen reduction in income or increase in expenditure.

On 31 March 2022 HRA had unrestricted free reserves of £189,174 (2021: £228,940), continuing to reflect the need to secure a long-term solution to our property needs and to cover any unforeseen financial implications of the coronavirus pandemic.

The reserves policy is kept under regular review and Trustees base their decision on an evaluation of risk in order to set the appropriate free available reserves level. It should be noted that the level of reserves which HRA retains in more difficult economic times may be higher than in a more benign environment reflecting additional difficulties in trying to fundraise (to meet any funding gaps) in such circumstances.

In accordance with our business plan, we have continued to maintain our reserves until such time as a long-term solution to HRA's property requirements has been agreed which may well involve a significant increase in future costs.

**Investment Policy**

HRA has absolute powers of investment of its corporate reserves. The Board continue to review the investment risks and rewards in the current state of the market. Our policy is to put funds not required for day-to-day cash management in higher yielding deposit accounts.

HRA have continued to maintain accounts at five different banks and building societies, with a view to reducing the organisation's exposure to individual financial institutions and to improve investment yield. Each of these accounts continues to be covered under the Financial Services Compensation Scheme. HRA will continue to monitor whether additional accounts will be required in the future.

The Trustees continue to review the banking arrangements in order to ascertain whether better rates of interest can be earned by considering alternative appropriate investment options and also whether HRA can reduce bank charges in the future.

**FUTURE PLANS**

HRA will continue to offer opportunities to children and young people within the local community and is a unique organisation. HRA is not a riding school, and Rangers not only achieve the next best thing to owning their own horse but also form many close and enduring friendships, with the organisation supporting individuals to become well-rounded members of society.

Specific future plans will: -

- Progress discussions and negotiations regarding a long-term solution for premises from which HRA can operate;
- Review HRA's funding model to ensure a more stable revenue base, which matches the cost of delivery of the organisation's activities;
- Promote HRA and the benefits of being a Ranger more widely in the local community. In particular, facilitate discussions between HRA, BHS and RDA to ensure greater alignment of teaching and qualifications.

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**STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The Trustees who are also directors of HRA are responsible for preparing the Trustees Report and Financial Statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charitable company including the income or expenditure.

In preparing the accounts the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- Prepare the accounts on the going concern basis unless it is inappropriate to assume that the company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose, with reasonable accuracy, the financial position of the charitable company at any time, and to enable them to ensure that the accounts comply with the provisions of the Companies Act 2006. They are also responsible for safeguarding the charitable company's assets and hence for taking reasonable steps for the prevention and detection of error, fraud or other irregularities.

The Trustees confirm, as far as they are aware, that there is no relevant audit information of which the charitable company's auditors are unaware; and that the Trustees have taken all steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that HRA's auditors are aware of that information.

This report has been prepared in accordance with the Special Provisions for Small Companies under Part 15 of the Companies Act 2006.



.....  
**Jeremy Schomberg Trustee**  
Approved by the Trustees on

Date: 13/12/22  
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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HORSE RANGERS ASSOCIATION  
(HAMPTON COURT) LIMITED**

**Opinion**

We have audited the financial statements of The Horse Rangers Association (Hampton Court) Ltd (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, Statement of cashflows and notes to the financial statements, 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 of 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 Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to 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 entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

**Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated.

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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.

**Opinions 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, which includes the directors' report prepared for company law purposes, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within 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 the 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 the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to 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.

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement on page 13 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.

**Auditor's responsibilities for the audit of the financial statements**

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

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Irregularities, including fraud, are instances of non-compliance with laws and regulations. Based on our discussions with the charity's management and the trustees, we identified that the following laws and regulations are significant to the entity:

- Those laws and regulations considered to have a direct effect on the financial statements including UK Financial Reporting Standards and Charity Law
- Those laws and regulations for which non-compliance may be fundamental to the operating aspects of the charity and therefore may have a material effect on the financial statements including compliance with the charitable objectives, public benefit, fundraising regulations, safeguarding and health and safety legislation.

We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. These matters were discussed amongst the engagement team at the planning stage and the time remained alert to non-compliance throughout the audit.

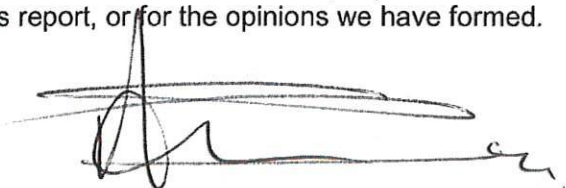
Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and the Trustees as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of Trustee meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

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

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

**Use of our report**

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



**Andrew Skilton (Senior Statutory Auditor)**

For and on behalf of Brewers Chartered Accountants, Statutory Auditor

Bourne House

Queen Street

Gomshall

Surrey

Date: 19th January 2022

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT  
YEAR ENDED 31 MARCH 2022**

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds Year Ended 31 March 2022 £	Total Funds Year Ended 31 March 2021 £
<b>Income From:</b>					
Donations and grants	2,3	418,761	87,437	506,198	560,658
Other trading activities	4	7,413	-	7,413	168
Investments	5	1,425	-	1,425	2,104
Other	6	<u>30,475</u>	<u>-</u>	<u>30,475</u>	<u>60,316</u>
<b>Total</b>		<u>458,074</u>	<u>87,437</u>	<u>545,511</u>	<u>623,246</u>
<b>Expenditure on:</b>					
Raising funds	7	17,392	-	17,392	11,986
Charitable activities	8	<u>509,510</u>	<u>50,702</u>	<u>560,212</u>	<u>572,484</u>
<b>Total</b>		<u>526,902</u>	<u>50,702</u>	<u>577,604</u>	<u>584,470</u>
<b>Net (expenditure)/Income</b>		(68,828)	36,735	(32,093)	38,776
Transfer between funds	18,19	<u>39,064</u>	<u>(39,064)</u>	<u>-</u>	<u>-</u>
<b>Net Movement in funds</b>		<u>(29,764)</u>	<u>(2,329)</u>	<u>(32,093)</u>	<u>38,776</u>
<b>Reconciliation of funds</b>					
<b>Funds Brought forward</b>		<u>257,661</u>	<u>40,792</u>	<u>298,453</u>	<u>259,677</u>
<b>Funds Carried forward</b>	18,19	<u>227,897</u>	<u>38,463</u>	<u>266,360</u>	<u>298,453</u>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**BALANCE SHEET**  
**YEAR ENDED 31 MARCH 2022**


		Unrestricted £	Restricted £	31 March 2022 £	31 March 2021 £
<b>FIXED ASSETS</b>					
Investments	13	2	-	2	2
Tangible assets	14	38,721	35,181	73,902	65,106
<b>CURRENT ASSETS</b>					
Debtors	15	54,200	-	54,200	77,962
Cash at bank and in hand		<u>238,380</u>	<u>40,255</u>	<u>278,635</u>	<u>216,992</u>
		<u>292,580</u>	<u>40,255</u>	<u>332,835</u>	<u>294,954</u>
<b>CREDITORS: Amounts falling due within one year</b>	16	<u>(62,112)</u>	<u>(36,973)</u>	<u>(99,085)</u>	<u>(61,609)</u>
<b>NET CURRENT ASSETS</b>		<u>230,468</u>	<u>3,282</u>	<u>233,750</u>	<u>233,345</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		269,191	38,463	307,654	298,453
<b>CREDITORS: Amounts falling due after one year</b>	17	<u>(41,294)</u>	<u>-</u>	<u>(41,294)</u>	<u>-</u>
<b>NET ASSETS</b>		<u>227,897</u>	<u>38,463</u>	<u>266,360</u>	<u>298,453</u>
<b>FUNDS</b>					
Unrestricted	18	227,897	-	227,897	257,661
Restricted	19	<u>-</u>	<u>38,463</u>	<u>38,463</u>	<u>40,792</u>
<b>TOTAL FUNDS</b>		<u>227,897</u>	<u>38,463</u>	<u>266,360</u>	<u>298,453</u>

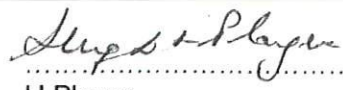
These Financial Statements have been prepared in accordance with the special provision for small companies under Part 15 of the Companies Act 2006 and in accordance with the provisions of FRS 102 Section 1A – small entities.

The Trustees acknowledge their responsibilities for: -

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

These Financial Statements were approved by the members of the Board on 13<sup>th</sup> Dec 2022 and are signed on their behalf by:

  
 J Schomberg - Chair  
 Company number: 04712789  
 Charity number: 1098257

  
 H Player  
 Deputy Chair

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF CASH FLOWS  
YEAR ENDED 31 MARCH 2022**

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	2022 £	2021 £
<b>Cash flows from operating activities:</b>		
<b>Note 22</b>	(16,011)	(3,377)
<b>Cashflows from investing activities:</b>		
Interest	1,425	2,104
Purchase of Tangible Fixed assets	(25,894)	(36,464)
Proceeds from sale of assets	52,123	-
<b>Net cash provided by/(used) in investing activities</b>	<u>27,654</u>	<u>(34,360)</u>
<b>Cash flows from financing activities:</b>		
Bounce back loan	50,000	-
<b>Net cash provided by financing activities</b>	<u>50,000</u>	<u>-</u>
<b>Change in cash and cash equivalents</b>	61,643	(37,737)
<b>Cash and cash equivalents at the beginning of the reporting period</b>	216,992	254,729
<b>Cash and cash equivalents at the end of the reporting period</b>	<u>278,635</u>	<u>216,992</u>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2022**

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**1. ACCOUNTING POLICIES**

**(a) Basis of accounting**

The charity is a public benefit entity and these Financial Statements have been prepared under the historical cost convention in accordance with Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and in accordance and the Companies Act 2006. The presentational and functional currency is £ and the accounts are rounded to £1.

**(b) Going concern**

The accounts have been prepared on a going concern basis. The trustees have continued to factor in the effects of the coronavirus pandemic in forecasts and budgets and believe there are sufficient resources to continue for the foreseeable future, which is defined as one year from the date of signing these accounts.

**(c) Subscriptions**

Subscriptions which are voluntary are recognised when the charity is entitled to receipt.

**(d) Donations and Grants**

Donations and grants relate to contributions made by individuals and organisations and are recognised when there is a probability of receipt, and the amount can be measured with reasonable certainty. Grants with performance conditions are only recognised once conditions have been met.

**(e) Gift Aid**

Gift aid is recognised at the same time as the related donation.

**(f) Trading Income**

Trading income relates to commission made on uniforms sold by PSL Team Sports, sales of badges and money raised from additional lessons and hacks offered to members and volunteers. Trading income is recognised when receivable.

**(g) Fundraising Income**

Income from events is recognised in the period in which the event takes place.

**(h) Other Income**

Other income is Veterinary Insurance recovery, and the Coronavirus Job Retention Scheme, and is recognised in the period to which the claim relates.

**(i) Interest**

Interest is recognised on an accrual's basis.

**(j) Intangible income**

The charity operates from Crown Property. No intangible income has been recorded in the accounts due to the impossibility of valuing a royal property.

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

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**(k) Direct and Overhead Expenditure**

Expenditure is recognised on an accrual's basis. Certain expenditure is directly attributable to specific activities and has been included in those cost categories. The irrecoverable element of VAT is included with the item of expense to which it relates. Charitable Activities includes staff costs, insurance, horse costs, plus a proportion of support costs. Raising funds includes the costs associated with fundraising and a proportion of central support costs. Governance costs include legal advice and audit. Support costs have been allocated according to percentage of time spent by employees on charitable activities, cost of generating funds and governance. Redundancy payments are made in line with statutory requirements.

**(l) Pension**

The Charity operates a defined contribution scheme, operated by Royal London. Costs are included in staff pension costs. Costs recognised are equivalent to the contribution in the year and are recognised on an accrual's basis.

**(m) Investment Policy**

Investments in subsidiaries are recorded at cost.

**(n) Fixed Assets**

Fixed Assets are stated at cost less depreciation and impairment charges. Fixed assets below £100 are not capitalised.

**(o) Depreciation**

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Horses and Equipment – 10% / 25% straight line

Computer Equipment - 33% straight line

Motor Vehicles – 25% straight line

The carrying value of fixed assets are reviewed annually to consider impairment.

**(p) Debtors**

Debtors are measured at settlement amount, net of any discount.

**(q) Cash and cash equivalents**

Cash and cash equivalents include cash at bank and short term highly liquid investments with a maturity of 100 days.

**(r) Creditors**

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts.

**(s) Funds**

Unrestricted funds are donations and other income receivable not subject to any restrictions. Restricted funds are grants and donations to be used for specific purposes as laid down by the donor and are deferred where conditions of the grant require it.

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**(t) Operating leases**

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged against the profits on a straight-line basis over the period of the lease.

**(u) 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.

**(v) Estimates and judgements**

In preparing the accounts it is necessary to make certain judgement, estimates and assumptions that affect the amounts recognised in the financial statements. The charity estimates the useful lives of fixed assets based on the period over which the assets are expected to be available for use. The estimated lives are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear. There is no change in estimated useful lives on 31 March 2022.

**2. DONATIONS**

Unrestricted Income from donations in 2022 was £364,219 (2021: £390,928) and restricted income of £1,380 (2021: £5,160). Income from donations was net of the subsidies given under the supporting families programme. A total of 36 rangers benefited from this programme at a cost of £4875 per month.

**3. GRANT INCOME**

	Un- Restricted Funds £	Restricted Funds £	31 March 2022 £	31 March 2021 £
Grants	<u>54,542</u>	<u>86,057</u>	<u>140,599</u>	<u>216,326</u>

In 2021 £164,610 of the grants received were unrestricted and £51,716 were restricted.

Under the terms of the grant agreement, the following grants and donations received in the year ended 31 March 2022 are disclosed individually. In 2022 a selection of grants with the grant awarders agreement were repurposed for core costs. These are referenced below.

Funder	Purpose	Value
BBC Children in Need	RDA-repurposed to core costs	£24,583
British Horse Society	Horse costs	£2,542
City Bridge Trust-	RDA-repurposed to core costs	£49,500
Childwick Trust	RDA	£10,000
Hampton Fund	Supporting Families	£12,900
Hargreaves Foundation	Supporting Families	£16,250
Jack Petchey	Awards	£3,600
Johnnie Johnson Trust	Supporting Families	£5,000
Mountbatten Fund	Supporting Families	£2,000
One Richmond	Supporting Families	£4,000
Richmond Parish Lands	Supporting Families	£4,860
Sheldon Trust	Supporting Families	£5,000
The Big Give	Supporting Families	£8,382

Some of these have been deferred to the following year in accordance with the donor's specifications.

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**4. OTHER TRADING ACTIVITIES**  
**Unrestricted**

	31 March 2022	31 March 2021
	£	£
Income from sale of goods	793	-
Income from rendering of services	902	25
Fundraising income	<u>5,718</u>	<u>143</u>
	<u>7,413</u>	<u>168</u>

**5. INTEREST RECEIVABLE**

	Un- Restricted Funds £	Restricted Funds £	31 March 2022 £	31 March 2021 £
Bank interest receivable	<u>1,425</u>	<u>-</u>	<u>1,425</u>	<u>2,104</u>

**6. OTHER INCOME**  
**Unrestricted**

	31 March 2022 £	31 March 2021 £
Coronavirus Job Retention Scheme	9,239	51,756
Veterinary Insurance recovery	<u>21,236</u>	<u>8,560</u>
	<u>30,475</u>	<u>60,316</u>

	31 March 2022 £	31 March 2021 £
Veterinary Insurance recovery	21,236	8,560
Less Veterinary Costs	<u>(85,292)</u>	<u>(40,719)</u>
Net Veterinary Costs	<u>(64,056)</u>	<u>(32,159)</u>

**7. RAISING FUNDS**

	Un- Restricted Funds £	Restricted Funds £	31 March 2022 £	31 March 2021 £
Trading costs	1,662	-	1,662	-
Fundraising costs	12,825	-	12,825	7,063
Support costs allocation	<u>2,905</u>	<u>-</u>	<u>2,905</u>	<u>4,923</u>
Total	<u>17,392</u>	<u>-</u>	<u>17,392</u>	<u>11,986</u>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2022**

<b>8. CHARITABLE ACTIVITIES</b>	<b>Un-restricted Funds</b>	<b>Restricted Funds</b>	<b>31 March 2022</b>	<b>31 March 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Salaries	209,748	14,672	224,420	248,911
Insurance	42,950	-	42,950	42,342
Horse costs	141,516	26,520	168,036	114,867
Staff costs	8,614	1,318	9,932	8,023
Depreciation	5,272	1,202	6,474	8,230
Profit on disposal of assets	(42,819)	-	(42,819)	-
Motor costs	12,630	-	12,630	5,480
Charitable expenses	1,570	3,930	5,500	3,113
Repairs and maintenance	10,952	3,060	14,012	8,707
Licences	3,812	-	3,812	1,637
Health and safety	3,902	-	3,902	5,296
Support cost allocation	<u>111,363</u>	<u>-</u>	<u>111,363</u>	<u>125,878</u>
	<u>509,510</u>	<u>50,702</u>	<u>560,212</u>	<u>572,484</u>

**9. SUPPORT COSTS (memorandum)**

	<b>Un-restricted Funds</b>	<b>Restricted Funds</b>	<b>31 March 2022</b>	<b>31 March 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Salaries	67,818	-	67,818	89,703
Office costs	24,158	-	24,158	23,902
Depreciation	1,320	-	1,320	1,276
Bank charges	3,994	-	3,994	2,696
Staff welfare & recruitment	2,120	-	2,120	2,522
Governance costs	<u>14,858</u>	<u>-</u>	<u>14,858</u>	<u>10,702</u>
	<u>114,268</u>	<u>-</u>	<u>114,268</u>	<u>130,801</u>

Allocated against costs of generating funds and charitable costs on the basis of time spent. In 2021 Support costs were all unrestricted.

**10. GOVERNANCE COSTS**

	<b>Un-restricted Funds</b>	<b>Restricted Funds</b>	<b>31 March 2022</b>	<b>31 March 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Other	6,679	-	6,679	3,622
Auditors' remuneration	5,770	-	5,770	4,950
Auditors fee for accountancy	<u>2,409</u>	<u>-</u>	<u>2,409</u>	<u>2,130</u>
	<u>14,858</u>	<u>-</u>	<u>14,858</u>	<u>10,702</u>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**11. TOTAL RESOURCES EXPENDED**

	Staff Costs £	Depreciation £	Other Costs £	31 March 2022 £	31 March 2021 £
Direct charitable expenditure	224,420	6,474	217,955	448,849	446,606
Costs of Generating funds	-	-	14,487	14,487	7,063
Support costs	<u>67,818</u>	<u>1,320</u>	<u>45,130</u>	<u>114,268</u>	<u>130,801</u>
	<u>292,238</u>	<u>7,794</u>	<u>277,572</u>	<u>577,604</u>	<u>584,470</u>

The aggregate payroll costs were:

	31 March 2022 £	31 March 2021 £
Wages and salaries	267,411	307,928
Social security costs	17,506	22,173
Pension	<u>7,321</u>	<u>8,513</u>
	<u>292,238</u>	<u>338,614</u>

No employee earned more than £60,000. The charity paid £1,628 in 2022 (2021: £1,628) for indemnity insurance for the Trustees. No Trustee received remuneration for their services in the year. No expenses were reimbursed to the Trustees during the year (2021: £nil)

**Particulars of employees:**

The average number of staff employed by the charity during the financial period amounted to:

	31 March 2022	31 March 2021
Support staff	3	3
Charitable staff	<u>10</u>	<u>12</u>
	<u>13</u>	<u>15</u>

The Trustees consider the key management personnel to comprise the Director, the stable manager, and the office manager in the prior year. The total compensation paid to key management personnel in the year was £90,600 (2021: £129,500).

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2022**

**12. NET INCOMING RESOURCES**

Net incoming resources is stated after charging

	<b>31 March 2022 £</b>	<b>31 March 2021 £</b>
Depreciation	7,794	9,507
(Profit)/ Loss on disposal of asset	(42,819)	-
Auditors Remuneration	5,770	4,950
Preparation of accounts	2,409	2,130
Operating lease rentals	4,220	4,724

**13. INVESTMENTS**

The Company has two 100% owned subsidiaries, each comprising a £1 investment in the ordinary share capital.

- Horse Rangers No.1 Limited will act as a trading subsidiary
- Horse Rangers Association Limited has been incorporated to protect and promote the identity, interests, intellectual property, and mode of operation of The Horse Rangers Association (Hampton Court) Ltd.

Neither company traded during the year. Reserves on 31 March 2022 were £1 each.

**14. TANGIBLE FIXED ASSETS**

	<b>Fittings &amp; Equip- ment £</b>	<b>Computers £</b>	<b>Motor Vehicles £</b>	<b>Horses £</b>	<b>Total £</b>
<b>COST on 31 March 2021</b>	112,258	32,558	44,983	58,545	248,344
Additions	2,928	2,366	6,600	14,000	25,894
Disposals	<u>(10,183)</u>	<u>-</u>	<u>(32,316)</u>	<u>(9,900)</u>	<u>(52,399)</u>
<b>At 31 March 2022</b>	<u>105,003</u>	<u>34,924</u>	<u>19,267</u>	<u>62,645</u>	<u>221,839</u>
<b>DEPRECIATION at 31 March 2021</b>	72,118	30,461	44,983	35,676	182,238
Charge for the period	-	1,320	990	5,484	7,794
Disposals	<u>(2,804)</u>	<u>-</u>	<u>(32,316)</u>	<u>(7,975)</u>	<u>(43,095)</u>
<b>At 31 March 2022</b>	<u>69,314</u>	<u>31,781</u>	<u>13,657</u>	<u>33,185</u>	<u>147,937</u>
<b>NET BOOK VALUE</b>					
<b>At 31 March 2022</b>	<u>35,689</u>	<u>3,143</u>	<u>5,610</u>	<u>29,460</u>	<u>73,902</u>
<b>At 31 March 2021</b>	<u>40,140</u>	<u>2,097</u>	<u>-</u>	<u>22,869</u>	<u>65,106</u>

Restricted assets are a mechanical Horse with net book value of £32,762 included within Equipment and within Horses are three restricted horses (2021: three) for Riding for the Disabled with a net book value of £2,421 (2021 - £3,623).

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**15. DEBTORS**

	Unrestricted	Restricted	31 March 2022 £	31 March 2021 £
Other debtors	24,986	-	24,986	61,040
Prepayments	<u>29,214</u>	-	<u>29,214</u>	<u>16,922</u>
	<u>54,200</u>	-	<u>54,200</u>	<u>77,962</u>

**16. CREDITORS: amounts falling due within one year**

	Unrestricted	Restricted	31 March 2022 £	31 March 2021 £
Trade creditors	32,725	-	32,725	19,326
Other creditors	1,574	-	1,574	916
Taxes & social	5,504	-	5,504	5,707
Deferred income	-	36,973	36,973	20,264
Accruals	13,603	-	13,603	-
Bounce Back Loan	<u>8,706</u>	-	<u>8,706</u>	<u>15,396</u>
	<u>62,112</u>	<u>36,973</u>	<u>99,085</u>	<u>61,609</u>

**Movement in deferred income**

During the current year, the income introduced & deferred totalled £62,702, with £45,993 being released into grant income. This caused a net increase in deferred income of £16,709.

Deferred income of £36,975 at year-end comprises £1,166 for Young Carers, £1,125 for Jack Petchey and £34,684 for supporting families' programme. Supporting families Income deferred as relates to periods and restrictions specified by grant awards.

**17. CREDITORS > 1 YEAR**

	Unrestricted	Restricted	31 March 2022 £	31 March 2021 £
Bounce Back Loan	<u>41,294</u>	-	<u>41,294</u>	-
	<u>41,294</u>	-	<u>41,294</u>	-

The charity received a bounce back loan in April 21. The loan is repayable over six years commencing May 2022. Interest rate is 2.5% with no interest payable for the first year.

**18. UNRESTRICTED FUNDS**

	31 March 2022 £	31 March 2021 £
General fund brought forward	257,661	252,659
Income	458,074	566,370
Expenditure	(526,902)	(567,004)
Transfers from restricted fund	<u>39,064</u>	<u>5,636</u>
General fund carried forward	<u>227,897</u>	<u>257,661</u>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2022**

**19. RESTRICTED FUNDS**

	<b>31 March 2022 £</b>	<b>31 March 2021 £</b>
Restricted fund brought forward	40,792	7,018
Income	87,437	56,876
Expenditure	(50,702)	(17,466)
Transfer to unrestricted fund	<u>(39,064)</u>	<u>(5,636)</u>
	<u><b>38,463</b></u>	<u><b>40,792</b></u>

Restricted reserves of £38,463 (2021: £40,792) carried forward, £2,200 (2021: £2,200) purchase of equipment, £32,762 (2021: £32,762) the net book value of the mechanical horse, £2,421 (2021: £3,623), the book value of RDA horses and £1,080 (2021: £2,207) for grants unspent in year. The transfer in the year of £39,064 (2021: £5,636) to unrestricted funds represented grants for supporting families to cover subscriptions.

**20. ANALYSIS OF NET ASSETS (between restricted and unrestricted funds)**

<b>2022</b>	<b>Investments</b>	<b>Tangible fixed assets</b>	<b>Other net assets</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Unrestricted funds	2	38,719	189,176	227,897
Restricted funds	-	<u>35,183</u>	<u>3,280</u>	<u>38,463</u>
	<u>2</u>	<u>73,902</u>	<u>192,456</u>	<u>226,360</u>
<b>2021</b>	<b>Investments</b>	<b>Tangible fixed assets</b>	<b>Other net assets</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Unrestricted funds	2	28,719	228,940	257,661
Restricted funds	-	<u>36,387</u>	<u>4,405</u>	<u>40,792</u>
	<u>2</u>	<u>65,106</u>	<u>233,345</u>	<u>298,453</u>

**21. RELATED PARTY TRANSACTIONS**

The charity was controlled by the Trustees throughout the period.

**22. CHARITY**

The Charity had the following total commitments under non-cancellable operating leases.

	<b>31 March 2022 £</b>	<b>31 March 2021 £</b>
Under one year	3,424	4,220
2-5 years	-	<u>3,424</u>
	<u>3,424</u>	<u>7,644</u>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

	<b>2022</b>	<b>2021</b>
23. Net movement in funds for the reporting period (as per the statement of financial activities)	(32,093)	38,776
Adjustments For:		
Depreciation	7,794	9,507
(Profit)/loss disposal	(42,819)	-
Interest	(1,425)	(2,104)
(Increase)/ decrease in debtors	23,760	(56,946)
Increase/ (decrease) in creditors	<u>28,772</u>	<u>7,390</u>
Net cash used in in operating activities	<u>(16,011)</u>	<u>(3,377)</u>

**24. ANALYSIS OF CHANGES IN CASH AND NET DEBT**

	<b>01 April 2021</b>	<b>Cash flows</b>	<b>Noncash flows</b>	<b>31 March 2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Cash	<u>216,992</u>	<u>61,643</u>	-	<u>278,635</u>
	216,992	61,643	-	278,635
Borrowings				
Due within one year	-	(50,000)	41,294	(8,706)
Due after one year	-	-	<u>(41,294)</u>	<u>(41,294)</u>
Total	-	(50,000)	-	(50,000)
	<u>216,992</u>	<u>11,643</u>	<u>-</u>	<u>228,635</u>

**25. COMPANY LIMITED BY GUARANTEE**

The charity is limited by guarantee. Each of the Members of the charity undertakes to contribute such amount as may be required (not exceeding £10) to the charity's assets in the event of it being wound up while he or she is a member or within one year after he or she ceases to be a member.

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2022**

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	Un- restricted Funds £	Restricted Funds £	Total Funds Year Ended 31 March 2021 £
<b>Income From:</b>			
Donations	503,782	56,876	560,658
Charitable activities	-	-	-
Other trading activities	168	-	168
Investments	2,104	-	2,104
Other	<u>60,316</u>	-	<u>60,316</u>
<b>Total</b>	<u>566,370</u>	<u>56,876</u>	<u>623,246</u>
<b>Expenditure on:</b>			
Raising funds	11,986	-	11,986
Charitable activities	<u>555,018</u>	<u>17,466</u>	<u>572,484</u>
<b>Total</b>	<u>567,004</u>	<u>17,466</u>	<u>584,470</u>
<b>Net (expenditure)/Income</b>	(634)	39,410	38,776
Transfer between funds	<u>5,636</u>	<u>(5,636)</u>	-
<b>Net Movement in funds</b>	<u>5,002</u>	<u>33,774</u>	<u>38,776</u>
<b>Reconciliation of funds</b>			
<b>Funds Brought forward</b>	<u>252,659</u>	<u>7,018</u>	<u>259,677</u>
<b>Funds Carried forward</b>	<u>257,661</u>	<u>40,792</u>	<u>298,453</u>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2022**

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**The following pages do not form part of the statutory financial statements.**

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
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**YEAR ENDED 31 MARCH 2022**

	Year Ended 31 March 2022 £	Year Ended 31 March 2021 £
<b>INCOME</b>		
General Donations	5,957	6,777
Donations for retired Horses	-	5,160
Donations for RDA	380	1,000
Grants for RDA/ Outreach/ Young Carers	44,393	500
Grants for supporting families	39,064	12,226
Grant for Mechanical Horse	-	33,840
Department of Media, Digital, Culture & Sport	-	51,313
Jack Petchey Foundation	3,600	4,150
Grants Repurposed for core costs City Bridge Trust and BBC Children in Need	49,500	55,530
Other unrestricted grants	5,042	6,010
Bank interest receivable	1,425	2,104
Subscriptions	350,795	371,675
RDA Subscriptions	7,466	12,477
Fundraising	5,718	143
Insurance	21,236	8,560
Coronavirus Job Retention Scheme	9,240	51,756
Uniform sales	793	-
Other trading	902	25
<b>TOTAL INCOME</b>	<u>545,511</u>	<u>623,246</u>
<b>EXPENDITURE</b>		
<b>COST OF GENERATING FUNDS</b>		
Uniform and canteen	1,662	-
Fundraising Activities	12,825	7,063
	<u>14,487</u>	<u>7,063</u>
<b>CHARITABLE EXPENDITURE</b>		
Wages and salaries	224,420	248,911
Insurance	42,953	42,342
Purchases of hay and feed	46,230	45,616
Waste disposal	21,181	15,317
Veterinary expenses	85,292	40,719
Farrier expenses	15,330	13,215
Staff training & welfare	9,932	8,023
Motor expenses	12,630	5,480
Depreciation of fixed assets	6,474	8,230
(Profit) disposal of assets	(42,819)	-
Repairs and Maintenance	14,012	8,707
Health and Safety	7,714	6,933
Other charitable costs	5,500	3,113
	<u>448,849</u>	<u>446,606</u>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

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	Year Ended 31 March 2022 £	Year Ended 31 March 2021 £
<b>SUPPORT COSTS</b>		
Wages and Salaries	67,818	89,703
Light and heat	3,942	3,833
Cleaning	3,351	1,772
Refuse	1,298	1,299
Stationery and postage	2,629	1,860
Water	711	2,068
Computer	3,511	4,080
Hire of equipment	4,731	4,737
Bank charges	3,994	2,696
General expenses	1,139	1,393
Depreciation	1,323	1,277
Telephone	1,765	1,696
Professional fees	7,757	4,786
Staff Training, recruitment & welfare	2,120	2,521
<b>Governance costs</b>		
Audit & Accounts preparation	<u>8,179</u>	<u>7,080</u>
	<u>114,268</u>	<u>130,801</u>
<b>TOTAL EXPENDITURE</b>	<u>577,604</u>	<u>584,470</u>
<b>NET (EXPENDITURE)/INCOME FOR THE PERIOD</b>	<u>(32,093)</u>	<u>38,776</u>



**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT)LIMITED**

England & Wales - Charity number 1098257

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# Accounts

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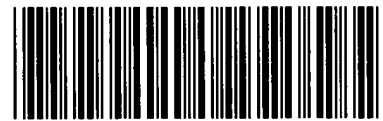
COMPANY REGISTRATION NUMBER: 04712789  
(REGISTERED IN ENGLAND AND WALES)



**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
ANNUAL REPORT  
FOR THE YEAR ENDED  
31 MARCH 2021**

**Charity Number: 1098257**

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**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

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YEAR ENDED 31 MARCH 2021**

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# THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED COMPANY LIMITED BY GUARANTEE

YEAR ENDED 31 MARCH 2021

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## TRUSTEES REPORT

The Trustees, who are also Directors under company law, are pleased to present their annual report and the audited financial statements for the year ended 31 March 2021 under S417 of the Companies Act 2006 and the Charities Act 2011.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the financial statements, comply with the requirements of the Companies Act 2006, the Company's Memorandum and Articles of Association and have been prepared in accordance with Charities Statement of recommended Practice applicable to charities preparing their accounts in the accordance with the provisions of Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102 -Section 1A – for smaller entities).

## REFERENCE AND ADMINISTRATIVE DETAILS

The Horse Rangers Association (Hampton Court) Limited [hereafter HRA] (Company Registration 4712789) is a Charitable Company (Charity Registration No 1098257), with the liability of its members limited to £10 each by guarantee. The charity's registered office is located at Royal Mews, Hampton Court Road, East Molesey, Surrey KT8 9BW

Website        [www.horserangers.com](http://www.horserangers.com)

HRA retains services of the following key professional advisors: -

Bankers - HSBC Bank Plc, 54 Clarence Street, Kingston Upon Thames, Surrey KT1 1NS

Auditors – Brewers Chartered Accountants, Bourne House, Queen Street, Gomshall, Surrey GU5 9LY

## STRUCTURE, GOVERNANCE AND MANAGEMENT

### GOVERNING DOCUMENT

HRA is governed by its Memorandum and Articles and is registered for charitable purposes with the Charity Commission, Charity Registration number 1098257.

### GOVERNING BODY

HRA review annually the skills and competencies of the Board of Trustees to maintain the right level of knowledge, experience, and skill. Opportunities for training and support in their roles are provided as and when required. Trustee are recruited by advertising vacancies with online trustee recruitment portals and from within the HRA community. HRA Trustees are elected at a full board meeting with confirmation at the next annual general meeting, or when properly nominated at a general meeting. Consideration on eligibility is given to personal competence and specialist skills, and once elected they are delegated an area of responsibility. The following trustees of HRA served during the year: -

<b>Trustees</b>	<b>Area of Responsibility</b>
Hugh Player	Acting Chairman from 24 August 2021 – appointed 20 July 2021
Joanna Clay	Governance - appointed 20 July 2021
Marcia Hockley	Remuneration, RDA - appointed 20 July 2021
Liam Kearney	Property
Caroline Osmer	Finance, Remuneration
Gemma Ractliffe	Strategy
Jeremy Schomberg	Temporarily stood down as chairman from 24 August 2021
Ben Skuse	Governance

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2021**

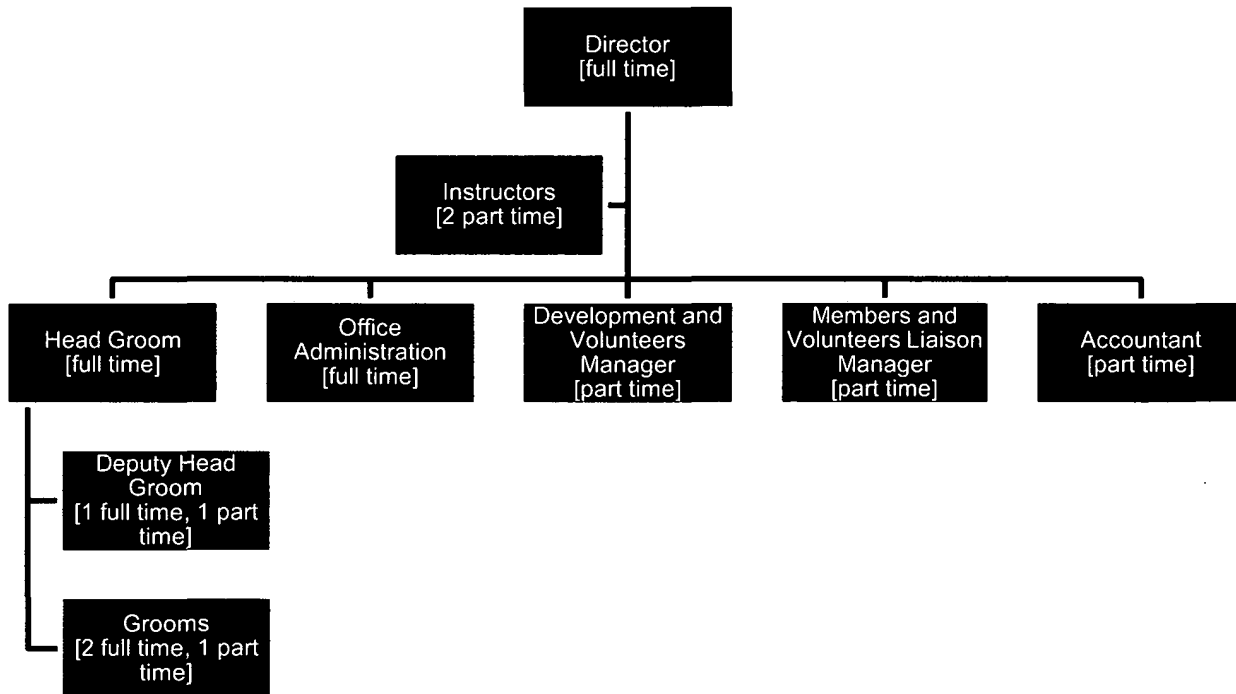
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Sarah Ing Resigned 8 September 2020  
Kathryn Walker Resigned 15 December 2020

**Company secretary**  
Liam Kearney

During the year meetings are held on a regular basis with Trustees, the Director and other key individuals attending when necessary (e.g. Safeguarding Lead, Head Groom etc.) to determine the general policy of the charity and review its results and overall management and control. The Board of Trustees as a whole take responsibility for all policies and procedures relevant for HRA.

The work of implementing the policies and managing the day to day running of the organisation is carried out by the Director, and details of the current staffing is provided as per organisation chart below.



As at the date of this report the Director of HRA is Jeremy Richardson and the Development and Volunteers Manager also acts as the Safeguarding Lead.

The Board of Trustees recognises its responsibility to ensure that adequate risk management procedures are both in place and implemented to ensure a safe working environment. The Board has accountability for reviewing and approving the adequacy and effectiveness of internal controls operated by the charity. A risk register is maintained which identifies areas in which the organisation might be vulnerable or on which we need to focus attention, this is managed by Ben Skuse, who reviews the register on a regular basis with the Director and Trustees, either individually or at Trustee Meetings. At each meeting the Board of Trustees receives and monitors reports on Health and Safety and Safeguarding.

# **THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2021**

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HRA have been based at the Royal Mews since 1963. The Royal Mews is a Grade 1 Listed building owned and maintained by the Royal Household (our Landlords), and as a result of the regular review by them of the condition of the premises, they have identified the need for some extensive renovations and refurbishments. Regular maintenance of the premises had been curtailed by the coronavirus pandemic. HRA have been advised by our landlords that we will need to vacate the Royal Mews by 30 September 2022. Discussions have commenced with our landlords regarding finding a suitable local location for HRA to relocate to whilst the necessary refurbishment and repairs are undertaken. We are confident that HRA will remain operational during this period of relocation, and expect to return to the Royal Mews in due course.

The charity retains Citation Ltd as specialist advisers on Human Resources, Employment Law and Health and Safety. As part of their contract Citation undertake an Health and Safety Executive (HSE) audit of the premises each year.

The Charity is a member of the National Council of Voluntary Organisations (NCVO), the largest umbrella body for the voluntary and community sector in England. The NCVO highlights changes in government policies and legislation to its members.

HRA is registered as a riding establishment with the London Borough of Richmond upon Thames and as an approved riding centre with the British Horse Society (BHS). As such, it is inspected annually by each of these bodies.

In this year's BHS inspection, HRA was awarded Commended or Highly Commended in all relevant areas.

As a Member Group of the Riding for the Disabled Association (RDA), our Special Needs RDA Coaches, RDA Assistant Coaches and RDA Trainee Coaches are assessed on a regular basis to ensure that riding sessions are being delivered to standard. The RDA County Instructor visits several times during the year to ensure quality is maintained and any development needs are addressed as appropriate.

All staff, adult volunteers and members over 18 years' old who have direct access to children or adults at risk, complete an Enhanced Disclosure and Barring Service check. They are also required to adhere to the training requirements set out the Safeguarding: Protecting Children and Adults at Risk Policy, which is reviewed annually. The Charity employs a member of staff who acts as Safeguarding Lead and she is supported by deputy Safeguarding Leads.

All members, staff, and volunteers accept that riding involves taking risks. These are minimised by careful training and supervision. There are established procedures in place for dealing with accidents, and an analysis of incidents is reported, with a view to identifying problem areas and mitigating future risks.

It should be noted that each horse has a weight carrying limit and that any rider above the relevant limit may be restricted or unable to ride.

## **OBJECTIVES AND ACTIVITIES**

In setting objectives and planning for activities the Trustees have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission.

# **THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2021**

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## **Objectives**

HRA is a self-supporting, non-profit making, voluntary youth organisation which enables young people to develop life and leadership skills through learning to ride and look after their horses and ponies. It also supports an active Riding for the Disabled section integrating, wherever possible, those with special needs within mainstream Horse Ranger activities.

Our objectives are:

- To help members to learn independence and concern for others by guiding them with discipline towards the qualities of integrity, loyalty, honour and trust that will prepare them to become worthy citizens
- To enable members to develop the skills of good horsemanship through the provision of riding instruction, stable management training and other aspects connected with horses and general recreation
- To encourage senior members to support both younger members and those with special needs as part of their personal development and in order to achieve promotion through the ranks of the organisation.
- To continue our work within the local community, with local schools, Children's Services, care homes and Young Carer networks. HRA is a member group of RDA and offer weekly riding sessions for children and adults, as well as Outreach days for young carers and disadvantaged children.

## **Activities undertaken to achieve objectives**

Membership of HRA is available to all young people irrespective of background or ability. Assistance with membership, including provision of uniforms, is given to individuals who can demonstrate financial hardship.

Members (known as Rangers) attend on a weekly basis and are taught about all aspects of horsemanship, including riding and looking after horses. Rangers are grouped into Squadrons, which meet at set times each week throughout the year with sessions lasting between 3 to 5 hours. Activities alternate each week, with Rangers enjoying riding, paddock duties and badge work one week and then doing stable management and further badge work the following week. Squadrons are run entirely by adult volunteers, most of whom were Rangers themselves as children.

As they progress, Rangers learn the skills necessary to look after the horses and ponies. They develop confidence and a sense of pride in themselves and their abilities. Further they learn leadership and team working skills, as they take responsibility of supervising and teaching younger Rangers. A child of 8 who joins as a Ranger in the junior section, will gradually be given responsibility for undertaking tasks and mentoring other young members before moving to senior section at the age of 10, where the same sequence of progression continues.

Young people with special needs are integrated, where possible into the mainstream squadron activities. However, for those with more acute requirements, HRA is a member of RDA and is able to offer two different programmes (Squadrons 6 and 7) for riders with special needs.

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
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**YEAR ENDED 31 MARCH 2021**

- Squadron 6 operates from Tuesdays to Fridays during term time and provides riding opportunities for local special needs schools and local individuals. Classes take place in the Indoor Riding School at the Stockyard and in Bushy Park and last on average 45 minutes. Riders from Squadron 6 are included in all events during the year and hold their own Open Day during the summer term where they compete in a variety of mounted games. Due to the coronavirus pandemic, Squadron 6 activities were unable to run between April 2020 and March 2021.
- Squadron 7 operates on a Wednesday evening for about 1 ½ hours and aims to give young people with special needs a similar programme of activities as the mainstream Squadrons, whilst harnessing elements of the RDA programmes. It is a small squadron of only 10 riders who cover riding, stable management and badge work. This provides a platform from which those Rangers who demonstrate the necessary skills and confidence can progress and be integrated into the larger mainstream squadrons. Many Rangers from the mainstream Squadrons are volunteers helping to run the Squadron which is mutually beneficial. Due to the coronavirus pandemic, and social distancing guidelines, Squadron 7 activities were only able to run for a few months between April 2020 and March 2021. Many of our Squadron 7 members had to isolate or shield during the pandemic due to their disabilities or health conditions. When sessions were able to be held, they were run only by RDA Group Coaches in compliance with RDA and government guidelines.

HRA is very reliant on volunteers to fulfil its objectives. Volunteers are mostly long standing members of HRA, and whilst still enjoying coming in, they are encouraged to take on extra responsibilities to help the younger Rangers learn and take full benefit of the inclusive community offered. These Rangers, Commandants and Officers run the programme of activities for Squadrons 1 to 5 and volunteer RDA coaches run the programme of activities during the week for Squadrons 6 and 7.

A summary of the composition of each Squadron is provided below (as at 31 March 2021) -

<b>Mainstream Horse Rangers</b>						
<b>Membership Numbers</b>	<b>SQN 1</b>	<b>SQN 2</b>	<b>SQN 3</b>	<b>SQN 4</b>	<b>SQN 5</b>	<b>TOTAL</b>
Rangers	62	49	57	Rangers moved to other squadrons	17	185
Unattached Rangers	10	10	7		27	
Total Rangers	72	59	64		17	212
Officer inc Cadet Officers	10	14	16		5	45
Unattached Officers			1		1	
Total Officers	10	14	17		5	46
Overall Total						<b>258</b>
Prior Year						<b>328</b>

The coronavirus pandemic has had far reaching implications, including a change of location and working environment, reduced access for members and, most importantly from a financial perspective, restricting our ability to induct new members to cover the natural attrition of those leaving. During the year the

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
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**YEAR ENDED 31 MARCH 2021**

number of Rangers at HRA decreased by 70 which had a significant impact in income reported. The framework for all activities across the year at HRA was determined by Government advice and guidance from the British Horse Society.

As identified in the following table Ranger activities during the year were severely impacted with at least 6 months where it was not possible for Rangers to attend any sessions at HRA. With the relocation of the horses to the Stockyard, the majority of activities have had to be restricted to weekends only. As a result of this, it was agreed that all rangers in squadron 4 (who historically attended sessions on Thursday evenings) would be amalgamated into other squadrons.

<b>Date</b>	<b>Ranger Activities</b>
18-Mar-20	All activities at HRA ceased
23-Mar-20	Nationwide lockdown announced
27-Mar-20	All horses relocated to grazing fields at Stockyard
21-Jun-20	Some activities resume at the Stockyard - small squadron groups attending horsemanship sessions and independent riders attending in small groups for riding and horse care
12-Sep-20	Activities opened up for all Rangers at the Stockyard, albeit every other week to manage group numbers
14-Nov-20	All activities at HRA cease again
05-Dec-20	Activities resume for all Rangers at the Stockyard
06-Jan-21	All activities at HRA cease again
03-Apr-21	Activities resume for all Rangers at the Stockyard

All RDA activities at HRA ceased on 17 March 2020. Limited activities for some members of Squadron 7 were restarted at the Stockyard on the 17<sup>th</sup> August 2020 and in line with mainstream Rangers stopped and started as per the above table.

Progression through the Horse Rangers is monitored by badge work and promotions. During the year, as and when achieved, Rangers will receive their badges (Tenderfoot, Bronze Spur, Silver Spur and Golden Spur), recognising a combination of technical knowledge and horsemanship at the required level. It was possible to award some badges during the year, and the lockdown was an ideal opportunity for Rangers to catch up on their horsemanship knowledge.

Our annual Awards Day, normally be held during the Summer to recognise the achievements of members was cancelled in 2020 due to the coronavirus pandemic. It is usually an opportunity for those who have excelled and shown commitment to the organisation to be given public recognition in the presence of their peers, family and friends. Many Rangers and volunteers have shown amazing levels of commitment to the organisation during a very difficult year, and a number of promotions were made as per the following table:-

<b>Promotions</b>	<b>SQN 1</b>	<b>SQN 2</b>	<b>SQN 3</b>	<b>SQN 5</b>	<b>TOTAL</b>
to Lance Corporal		15		2	17
to Corporal		9		2	11
to Sergeant		3		2	5
to Staff Sergeant		2			2
Commandants Award				1	1
					36

# THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED COMPANY LIMITED BY GUARANTEE

YEAR ENDED 31 MARCH 2021

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Further recognition of achievement in horsemanship and application of HRA principles across the rangers and volunteers is provided in the following awards for Pony Squadron 5: -

Endeavour Award  
Smartest Junior Horse Ranger of the Year  
Junior Horse Ranger of the Year  
Pony Helper of the Year  
HRA Young Leader Awards

## ACHIEVEMENTS AND PERFORMANCE

HRA has had a challenging year with the coronavirus pandemic impacting widely across all activities for the entire year. At all times HRA complied with government guidelines as well as the guidelines of our governing bodies, namely BHS and RDA.

All Ranger activities ceased on 18 March 2020 due to the coronavirus pandemic and a nationwide lockdown was announced on 23 March 2020. It was agreed on 27 March 2020 that all the horses were moved up to the Stockyard on the 27 March 2020 with necessary alterations being made to accommodate the horses and all Ranger activities have operated from the Stockyard since then.

As noted in the prior table there was at least 6 months during the past year when there was little opportunity for Rangers to take part in their usual activities. During these times great efforts were made by staff, Commandants, Officers and volunteers to engage with the Rangers. These efforts have included: -

- Easter equine quiz
- Rangers sending in drawings and paintings of their favourite horses
- Creative writing competition – Why I love HRA – 2 Rangers winning prizes
- HRA Hat challenge – very amusing recording posted across HRA social media
- Online sessions for Horsemanship and sharing other relevant training material
- Updates from the horses across HRA social media
- Zoom chats with the horses
- Summer competition - What kept you sane during Lockdown? Who can't you wait to see again at HRA? When you lookback at your time at HRA who's beside you? – prizes donated by Jack Petchey

HRA has an online portal for Rangers called PonyHub. Rangers are able to access their training, badge records and lecture information. It was launched in 2019 and proved very useful over the lockdown year for Rangers to look at their progress and to access equine lectures uploaded by the Instructors and Commandants. PonyHub is also a place for medical records and emergency contact information to be stored securely.

The Trustees would like to commend very highly all the hard work and commitment from the staff during this difficult year and also to those senior members of each squadron who have made themselves available to fill in the gaps for horse care throughout the 12 months. The restrictions imposed required stable staff to work longer hours to ensure the horses were looked after, and where possible they were assisted by volunteers. During the year they kept all the horses fit and healthy, ready for work as and when it was possible. With the horses being relocated to the Stockyard on permanent turnout substantial cost savings were made as the horses were not stabled (except in emergencies). HRA furloughed 4 staff during the year and made one member of staff (Office and Events Manager) redundant in November 2020. During the year, HRA received payment of £51,758 for furloughed staff.

# THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED COMPANY LIMITED BY GUARANTEE

YEAR ENDED 31 MARCH 2021

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The priorities for Trustees for 2020/21 were: -

- To maintain a safe environment throughout lockdown for staff, volunteers and members ensuring we had the requisite PPE equipment, protocols and procedures to keep everyone safe;
- To carry out risk assessments to allow the safe opening up of Ranger activities when possible, within government restrictions;
- To ensure the charity continues to operate efficiently;
- To maintain our dialogue with the Royal Parks, Royal Household and others regarding our need to move from the Royal Mews and to find an optimum new location;
- To recognise that, as a charity, we need to fundraise to cover our core costs and so broadening and growing our fundraising base, specifically developing long term relationships;
- To maintain tight control on costs and looking for efficiency savings wherever possible;
- To maintain the high standard of welfare for the horses used by the Rangers;
- To continue to develop our outreach programme, targeting disadvantaged members in our local community; and
- To grow our volunteer base so as to spread the invaluable work which they do for the charity more evenly and engaging more with the local community.

Ranger numbers have dropped off during the year, and historically HRA has about 65 Ranger resignations each year (exams, moving away, etc..) Normally new Rangers would be recruited to level our numbers however during this lockdown year this was not possible resulting in numbers decreasing by 70 since 31 March 2020.

With the easing of lockdown restrictions in April 2021 evening induction sessions were held throughout the summer allowing a large number of new members to be inducted together. This has helped to increase our membership numbers. Over 50% of these 'recruits' were part of our Supporting Families Scheme. These sessions were considered to be very successful, and it is hoped to be repeated in future years.

During the year subscriptions for families experiencing financial hardship were reduced or suspended on a case-by-case basis for an agreed period of time. The Trustees would like to extend their gratitude to all Rangers and their families for remaining so supportive of HRA during this difficult year.

Over the past year, donations and grants were £20,000 lower. HRA were very grateful to our major Grant providers who allowed their grant money to be used for our core costs. The Trustees are extremely grateful for all funds received and would like to especially thank the following for their generous donations: -

BBC Children in Need  
British Horse Society  
City Bridge Trust  
Community Foundation for Surrey  
Department for Digital, Culture, Media & Sport (DCMS)

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2021**

Duke of Edinburgh Trust  
Groundwork UK  
Hampton Fund  
Jack Petchey Foundation  
JAM Trust  
Petplan  
Richmond Civic Pride Fund  
Rowan Bentall Charitable Trust  
Sir Peter O'Sullivan Charitable Trust  
SporTedd

In addition, the Trustees would like to thank everyone who has donated to HRA via regular monthly payments, online giving in support of HRA electric fencing and horse retirement fundraising campaigns, and our Adopting a Horse scheme. Unfortunately, due to the coronavirus pandemic we were not able to raise funds at our usual events held over the course of the year.

Generous donations, in particular from Your School Lottery, Get Lucky Local, Peter Woodberry Watts, Middlesex Provincial Lodge, Order of Women Freemasons, Paypal Giving Fund, and the very many individual donors that have enabled HRA to continue our programmes with Riding for the Disabled, our Outreach days, Young Carer Days and the development and growth of our Supporting Families Programme during the year. HRA is especially grateful to the stable staff and volunteers who work very hard to ensure these activities are a memorable and enjoyable experience for all.

During the year HRA continued to invest where possible in training for our staff and volunteers (primarily the officers within each Squadron) by ensuring that all necessary training is provided to enable compliance with regulations and also offer the ability to improve skills and increase knowledge. The table below summarises the courses attended during the year, which are in addition to training undertaken by the Rangers within their own squadrons.

Training Sessions	Attended by			Total
	Rangers	Vols	Staff	
Safeguarding	8	12	4	24
First Aid	4	14	1	19
Display screen equipment (DSE) training			1	1
Fire Extinguisher Use			1	1
BHS First Aid Day			2	2
<b>Total</b>	<b>12</b>	<b>26</b>	<b>9</b>	<b>47</b>

It should be noted that RDA Coaches and Trainee coaches are qualified according to nationally recognised standards of the RDA.

The suitability, health and welfare of all the horses at HRA is managed at a very high standard by the Head Groom and her staff. The Stable staff's dedication and team work ensure that the horses are able to contribute in a very positive way with all the activities at HRA.

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2021**

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A summary of horse numbers and responsibilities is provided below: -

<b>Responsibility</b>	<b>No. Horses</b>
Mainstream work only	13
RDA and Mainstream	9
New Arrival/New Arrival – trial	2
Mascot	1
In retirement - used for teaching	4
	<hr/>
	29

During the year HRA was unable to hold any events to showcase the achievements of Rangers, to thank volunteers, to celebrate the seasons and to commemorate the founder of HRA. The gradual lifting of restrictions through 2021 will see the return of these events for HRA.

**FINANCIAL REVIEW**

HRA has reported a surplus of £38,776 (2020 Loss £44,187) for the year. Principal funding sources are donations from rangers and grants.

Income of £623,246 (2020 £641,044) was lower than the previous year as the net result of: -

- Donations of £396,088 (2020 £515,123) being significantly reduced due to the impact of the coronavirus pandemic. During the year 70 rangers resigned and an average of 22 rangers per month suspended or reduced their regular monthly contributions and at the time of signing this report 5 rangers are still donating less than usual.
- Grant income of £216,326 (2020 £76,813) was increased partly through the receipt of £51,716 under the Coronavirus Job Retention Scheme and a Youth Covid 19 Support Fund grant of £51,313 from the Department for Digital Media, Culture and Sport and many funders agreed to redesignate their funds for core costs. HRA have employed an external consultant to assist with the submission of grant applications.

Expenditure of £584,470 (2020 £685,231) was considerably lower than the previous year due mainly to the cost savings from relocating all the horses to the Stockyard for the year, cancelling all HRA events due to coronavirus restrictions and other savings made during the year.

During the year Management at HRA continued to pursue an ambitious and challenging fundraising programme to bridge the gap between income and costs. In particular they were able to secure agreement from a number of larger funders that funding could be redesignated to cover 'core costs'. The costs of providing each element of HRA's activities are monitored against the funding received, highlighting where targeted efforts with respect to fund raising are required. Of particular note is the Supporting Families programme where opportunities are given to families who would otherwise struggle to access the experience HRA offers. Grants are awarded on the basis of eligibility and the cost of providing the service and each application is considered individually to ensure the right level of support is available. During the year 31 Rangers benefitted from funds raised to support this programme.

# **THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2021**

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Whilst at a very reduced level activity during the year the RDA and Outreach Programmes are relatively well funded and remain an area where HRA is 100% committed to the operation and growth of this programme.

## **Reserves Policy**

HRA's current reserves policy is to ensure there is no disruption to activities in the event of an unforeseen reduction in income or increase in expenditure.

On 31 March 2021 HRA had unrestricted free reserves of £228,940 (2020: £219,326), continuing to reflect the need to secure a long-term solution to our property needs and to cover any unforeseen financial implications of the coronavirus pandemic.

The reserves policy is kept under regular review and Trustees base their decision on an evaluation of risk in order to set the appropriate free available reserves level. It should be noted that the level of reserves which HRA retains in more difficult economic times may be higher than in a more benign environment reflecting additional difficulties in trying to fundraise (to meet any funding gaps) in such circumstances.

In accordance with our business plan, we have continued to maintain our reserves until such time as a long-term solution to HRA's property requirements has been agreed which may well involve a significant increase in future costs.

## **Investment Policy**

HRA has absolute powers of investment of its corporate reserves. The Board continue to review the investment risks and rewards in the current state of the market. Our policy is to put funds not required for day to day cash management in higher yielding deposit accounts.

HRA have continued to maintain accounts at five different banks and building societies, with a view to reducing the organisation's exposure to individual financial institutions and to improve investment yield. Each of these accounts continues to be covered under the Financial Services Compensation Scheme. HRA will continue to monitor whether additional accounts will be required in the future.

The Trustees continue to review the banking arrangements in order to ascertain whether better rates of interest can be earned by considering alternative appropriate investment options and also whether HRA can reduce bank charges in the future.

## **FUTURE PLANS**

HRA will continue to offer opportunities to children and young people within the local community and is a unique organisation. HRA is not a riding school, and Rangers not only achieve the next best thing to owning their own horse but also form many close and enduring friendships, with the organisation supporting individuals to become well-rounded members of society.

# THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED COMPANY LIMITED BY GUARANTEE

YEAR ENDED 31 MARCH 2021

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Specific future plans will: -

- Progress discussions and negotiations regarding a long term solution for premises from which HRA can operate;
- Review HRA's funding model to ensure a more stable revenue base, which matches the cost of delivery of the organisation's activities;
- Promote HRA and the benefits of being a Ranger more widely in the local community. In particular, facilitate discussions between HRA, BHS and RDA to ensure greater alignment of teaching and qualifications.

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees who are also directors of HRA are responsible for preparing the Trustees Report and Financial Statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charitable company including the income or expenditure.

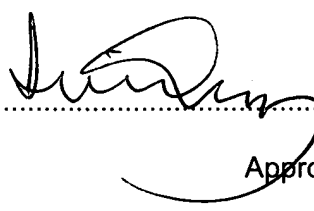
In preparing the accounts the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- Prepare the accounts on the going concern basis unless it is inappropriate to assume that the company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose, with reasonable accuracy, the financial position of the charitable company at any time, and to enable them to ensure that the accounts comply with the provisions of the Companies Act 2006. They are also responsible for safeguarding the charitable company's assets and hence for taking reasonable steps for the prevention and detection of error, fraud or other irregularities.

The Trustees confirm, as far as they are aware, that there is no relevant audit information of which the charitable company's auditors are unaware; and that the Trustees have taken all steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that HRA's auditors are aware of that information.

This report has been prepared in accordance with the Special Provisions for Small Companies under Part 15 of the Companies Act 2006.

  
.....  
**Liam Kearney** Trustee  
Approved by the Trustees on  
14 December 2021

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2021**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HORSE RANGERS ASSOCIATION  
(HAMPTON COURT) LIMITED**

**Opinion**

We have audited the financial statements of The Horse Rangers Association (Hampton Court) Ltd (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, Statement of cashflows and notes to the financial statements, 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 Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to 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 entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

**Other information**

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

# THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED COMPANY LIMITED BY GUARANTEE

YEAR ENDED 31 MARCH 2021

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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.

## **Opinions 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, which includes the directors' report prepared for company law purposes, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within 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 the 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 the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees' were not entitled to 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.

## **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement on page 13 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.

## **Auditor's responsibilities for the audit of the financial statements**

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

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2021**

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Irregularities, including fraud, are instances of non-compliance with laws and regulations. Based on our discussions with the charity's management and the trustees, we identified that the following laws and regulations are significant to the entity:

- Those laws and regulations considered to have a direct effect on the financial statements including UK Financial Reporting Standards and Charity Law
- Those laws and regulations for which non-compliance may be fundamental to the operating aspects of the charity and therefore may have a material effect on the financial statements including compliance with the charitable objectives, public benefit, fundraising regulations, safeguarding and health and safety legislation.

We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. These matters were discussed amongst the engagement team at the planning stage and the time remained alert to non-compliance throughout the audit.

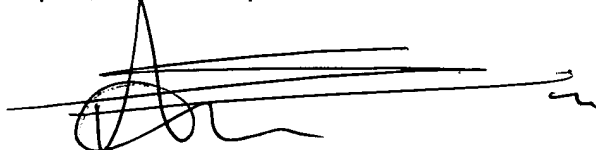
Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and the Trustees as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of Trustee meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

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

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

**Use of our report**

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



**Andrew Skilton (Senior Statutory Auditor)**

For and on behalf of Brewers Chartered Accountants, Statutory Auditor  
Bourne House  
Queen Street  
Gomshall  
Surrey  
14 December 2021

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**YEAR ENDED 31 MARCH 2021**

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**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT  
YEAR ENDED 31 MARCH 2021**

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds Year Ended 31 March 2021 £	Total Funds Year Ended 31 March 2020 £
<b>Income From:</b>					
Donations and grants	2,3	555,538	56,876	612,414	591,936
Charitable activities		-	-	-	640
Other trading activities	4	168	-	168	27,557
Investments	5	2,104	-	2,104	3,835
Other	6	8,560	-	8,560	17,076
<b>Total</b>		<u>566,370</u>	<u>56,876</u>	<u>623,246</u>	<u>641,044</u>
<b>Expenditure on:</b>					
Raising funds	7	11,986	-	11,986	51,223
Charitable activities	8	555,018	17,466	572,484	634,008
<b>Total</b>		<u>567,004</u>	<u>17,466</u>	<u>584,470</u>	<u>685,231</u>
<b>Net (expenditure)/Income</b>		(634)	39,410	38,776	(44,187)
Transfer between funds	17,18	5,636	(5,636)	-	-
<b>Net Movement in funds</b>		<u>5,002</u>	<u>33,774</u>	<u>38,776</u>	<u>(44,187)</u>
<b>Reconciliation of funds</b>					
<b>Funds Brought forward</b>		<u>252,659</u>	<u>7,018</u>	<u>259,677</u>	<u>303,864</u>
<b>Funds Carried forward</b>	17,18	<u>257,661</u>	<u>40,792</u>	<u>298,453</u>	<u>259,677</u>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**BALANCE SHEET**  
**YEAR ENDED 31 MARCH 2021**

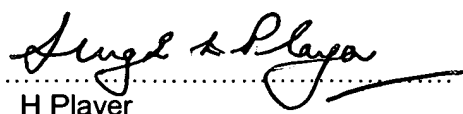
		Unrestricted £	Restricted £	31 March 2021 £	31 March 2020 £
<b>FIXED ASSETS</b>					
Investments	13	2	-	2	2
Tangible assets	14	28,719	36,387	65,106	38,149
<b>CURRENT ASSETS</b>					
Debtors	15	77,962	-	77,962	21,016
Cash at bank and in hand		<u>192,323</u>	<u>24,669</u>	<u>216,992</u>	<u>254,729</u>
		<u>270,285</u>	<u>24,669</u>	<u>294,954</u>	<u>275,745</u>
<b>CREDITORS: Amounts falling due within one year</b>	16	<u>(41,345)</u>	<u>(20,264)</u>	<u>(61,609)</u>	<u>(54,219)</u>
<b>NET CURRENT ASSETS</b>		<u>228,940</u>	<u>4,405</u>	<u>233,345</u>	<u>221,526</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		257,661	40,792	298,453	259,677
<b>NET ASSETS</b>		<u>257,661</u>	<u>40,792</u>	<u>298,453</u>	<u>259,677</u>
<b>FUNDS</b>					
Unrestricted	17	257,661	-	257,661	252,659
Restricted	18	-	<u>40,792</u>	<u>40,792</u>	<u>7,018</u>
<b>TOTAL FUNDS</b>		<u>257,661</u>	<u>40,792</u>	<u>298,453</u>	<u>259,677</u>

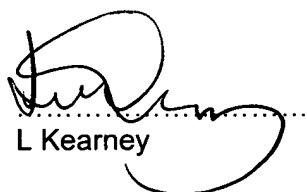
These Financial Statements have been prepared in accordance with the special provision for small companies under Part 15 of the Companies Act 2006 and in accordance with the provisions of FRS 102 Section 1A – small entities.

The Trustees acknowledge their responsibilities for: -

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

These Financial Statements were approved by the members of the Board on 14 December 2021 and are signed on their behalf by:

  
 H Player

  
 L Kearney

Company number: 04712789  
 Charity number : 1098257

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE**

**STATEMENT OF CASH FLOWS  
YEAR ENDED 31 MARCH 2021**

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	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Cash flows from operating activities:</b>		
<b>Net Cash used in operating activities - Note 22</b>	(3,377)	(39,138)
<b>Cashflows from investing activities</b>		
Interest	2,104	3,835
Purchase of Tangible fixed assets	<u>(36,464)</u>	<u>(11,790)</u>
<b>Net cash used in investing activities</b>	(34,360)	(7,955)
<b>Change in cash and cash equivalents</b>	(37,737)	(47,093)
<b>Cash and cash equivalents at the beginning of the reporting period</b>	254,729	301,822
<b>Cash and cash equivalents at the end of the reporting period</b>	<u>216,992</u>	<u>254,729</u>

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2021**

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**1. ACCOUNTING POLICIES**

**(a) Basis of accounting**

The charity is a public benefit entity and these Financial Statements have been prepared under the historical cost convention in accordance with Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and in accordance and the Companies Act 2006. The presentational currency is £ and the accounts are rounded to £1.

**(b) Going concern**

The accounts have been prepared on a going concern basis. The trustees have continued to factor in the effects of the coronavirus pandemic in forecasts and budgets and believe there are sufficient resources to continue for the foreseeable future, which is defined as one year from the date of signing these accounts.

**(c) Subscriptions**

Subscriptions which are voluntary are recognised when the charity is entitled to receipt.

**(d) Donations and Grants**

Donations and grants relate to contributions made by individuals and organisations and are recognised when there is a probability of receipt and the amount can be measured with reasonable certainty. Grants with performance conditions are only recognised once conditions have been met.

**(e) Gift Aid**

Gift aid is recognised at the same time as the related donation.

**(f) Trading Income**

Trading income relates to commission made on uniforms sold by PSL Team Sports, sales of badges, the canteen at the Royal Mews, Hampton Court and money raised from additional lessons and hacks offered to members and volunteers. Trading income is recognised when receivable.

**(g) Fundraising Income**

Income from events is recognised in the period in which the event takes place.

**(h) Other Income**

Other income is Veterinary Insurance recovery and is recognised in the period to which the claim relates.

**(i) Interest**

Interest is recognised on an accruals basis.

**(j) Intangible income**

The charity operates from Crown Property. No intangible income has been recorded in the accounts due to the impossibility of valuing a royal property.

**THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2021**

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**(k) Direct and Overhead Expenditure**

Expenditure is recognised on an accruals basis. Certain expenditure is directly attributable to specific activities and has been included in those cost categories. The irrecoverable element of VAT is included with the item of expense to which it relates. Charitable Activities includes staff costs, insurance, horse costs, plus a proportion of support costs. Raising funds includes the costs of the shop and canteen, costs associated with fundraising and a proportion of central support costs. Governance costs include legal advice and audit. Support costs have been allocated according to percentage of time spent by employees on charitable activities, cost of generating funds and governance. Redundancy payments are made in line with statutory requirements.

**(l) Pension**

The Charity operates a defined contribution scheme, operated by Royal London. Costs are included in staff pension costs. Costs recognised are equivalent to the contribution in the year and are recognised on an accruals basis.

**(m) Investment Policy**

Investments in subsidiaries are recorded at cost.

**(n) Fixed Assets**

Fixed Assets are stated at cost less depreciation. Fixed assets below £100 are not capitalised.

**(o) Depreciation**

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Horses and Equipment – 10% / 25% straight line

Computer Equipment - 33% straight line

Motor Vehicles – 25% straight line

The carrying value of fixed assets are reviewed annually to consider impairment.

**(p) Debtors**

Debtors are measured at settlement amount, net of any discount.

**(q) Cash and cash equivalents**

Cash and cash equivalents include cash at bank and short term highly liquid investments with a maturity of 100 days.

**(r) Creditors**

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts.

**(s) Funds**

Unrestricted funds are donations and other income receivable not subject to any restrictions. Restricted funds are grants and donations to be used for specific purposes as laid down by the donor and are deferred where conditions of the grant require it.

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**(t) Operating leases**

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged against the profits on a straight line basis over the period of the lease.

**(u) 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.

**(v) Estimates and judgements**

In preparing the accounts it is necessary to make certain judgement, estimates and assumptions that affect the amounts recognised in the financial statements. The charity estimates the useful lives of fixed assets based on the period over which the assets are expected to be available for use. The estimated lives are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear. There is no change in estimated useful lives at 31 March 2021.

**2. DONATIONS AND GRANTS**

Unrestricted Income from donations in 2021 was £390,928 (2020: £512,602) and restricted income of £5,160 (2020: £2,521). Income from subscriptions was net of the subsidies given under the supporting families programme. A total of 31 rangers benefited from this programme at a cost of £3,139 per month.

**3. GRANT INCOME**

	<b>Un- Restricted Funds</b>	<b>Restricted Funds</b>	<b>31 March 2021</b>	<b>31 March 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Grants	<u>164,610</u>	<u>51,716</u>	<u>216,326</u>	<u>76,813</u>

In 2020 £2,250 of the grants received were unrestricted and £74,563 were restricted.

Under the terms of the grant agreement, the following grants and donations received in the year ended 31 March 2021 are disclosed individually. In 2021 a number of grants with the grant awarders agreement were repurposed for core costs. These are referenced below.

<b>Funder</b>	<b>Purpose</b>	<b>2021</b>
		<b>£</b>
Department of Digital, Culture, Media & Sport (DCMS)	Core Costs	51,313
Government	Coronavirus Job Retention Scheme	51,756
City Bridge Trust	Growing RDA – repurposed to core costs	31,750
Sir Peter O’Sullivan Charitable Trust	Mechanical Horse	30,000
BBC Children in Need	RDA project running costs and part of fundraising volunteers’ manager role – repurposed to core costs	23,780
Hampton Fund	Supporting families & RDA	9,000
Petplan	Supporting families	8,000
Community Foundation for Surrey	Supporting families	5,000
Richmond Civic Pride Fund	Supporting families	4,860
Jack Petchey Foundation	Awards	2,500

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SporTedd	Mechanical Horse	2,000
JAM Trust	Mechanical Horse	1,840
The Duke of Edinburgh Trust	Core costs	1,250
Groundwork	Supporting families	1,166
Rowan Bentall	Core costs	1,000

Some of these have been deferred to the following year in accordance with the donor's specifications.

**4. OTHER TRADING ACTIVITIES**

	<b>31 March 2021</b>	<b>31 March 2020</b>
	<b>£</b>	<b>£</b>
Income from sale of goods	-	10,505
Income from rendering of services	25	366
Fundraising income	<u>143</u>	<u>16,686</u>
	<u>168</u>	<u>27,557</u>

£1,504 income in 2020 was restricted.

**5. INTEREST RECEIVABLE**

	<b>Un- Restricted Funds</b>	<b>Restricted Funds</b>	<b>31 March 2021</b>	<b>31 March 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Bank interest receivable	<u>2,104</u>	<u>-</u>	<u>2,104</u>	<u>3,835</u>

**6. OTHER INCOME**

	<b>31 March 2021</b>	<b>31 March 2020</b>
	<b>£</b>	<b>£</b>
Veterinary Insurance recovery	<u>8,560</u>	<u>17,076</u>
	<u>8,560</u>	<u>17,076</u>

	<b>31 March 2021</b>	<b>31 March 2020</b>
	<b>£</b>	<b>£</b>
Veterinary Insurance recovery	8,560	17,076
Less Veterinary Costs	<u>(40,719)</u>	<u>(64,422)</u>
Net Veterinary Costs	<u>(32,159)</u>	<u>(47,346)</u>

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**7. RAISING FUNDS**

	Un- Restricted Funds £	Restricted Funds £	31 March 2021 £	31 March 2020 £
Trading costs	-	-	-	8,730
Support costs allocation	<u>-</u>	<u>-</u>	<u>-</u>	<u>5,001</u>
	<u>-</u>	<u>-</u>	<u>-</u>	<u>13,731</u>
Fundraising costs	7,063	-	7,063	32,053
Support costs allocation	<u>4,923</u>	<u>-</u>	<u>4,923</u>	<u>5,439</u>
	<u>11,986</u>	<u>-</u>	<u>11,986</u>	<u>37,492</u>
Total	<u>11,986</u>	<u>-</u>	<u>11,986</u>	<u>51,223</u>

**8. CHARITABLE ACTIVITIES**

	Un- restricted Funds £	Restricted Funds £	31 March 2021 £	31 March 2020 £
Salaries	248,411	500	248,911	247,662
Insurance	42,342	-	42,342	39,774
Horse costs	102,126	12,741	114,867	185,134
Staff costs	8,023	-	8,023	7,863
Depreciation	7,030	1,200	8,230	6,778
Motor costs	5,480	-	5,480	8,444
Charitable expenses	88	3,025	3,113	6,610
Repairs and maintenance	8,707	-	8,707	2,039
Licences	1,637	-	1,637	3,145
Health and safety	5,296	-	5,296	3,790
Support cost allocation	<u>125,878</u>	<u>-</u>	<u>125,878</u>	<u>122,769</u>
	<u>555,018</u>	<u>17,466</u>	<u>572,484</u>	<u>634,008</u>

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**9. SUPPORT COSTS (memorandum)**

	Un- restricted Funds	Restricted Funds	31 March 2021	31 March 2020
	£	£	£	£
Salaries	89,703	-	89,703	86,439
Office costs	23,902	-	23,902	28,256
Depreciation	1,277	-	1,277	987
Bank charges	2,696	-	2,696	3,867
Staff welfare & recruitment	2,521	-	2,521	3,887
Governance costs	<u>10,702</u>	-	<u>10,702</u>	<u>9,773</u>
	<u>130,801</u>	<u>-</u>	<u>130,801</u>	<u>133,209</u>

Allocated against costs of generating funds and charitable costs on the basis of time spent. In 2020 Support costs were all unrestricted.

**10. GOVERNANCE COSTS**

	Un- restricted Funds	Restricted Funds	31 March 2021	31 March 2020
	£	£	£	£
Other	3,622	-	3,622	2,693
Auditors remuneration	4,950	-	4,950	4,950
Auditors fee for accountancy	<u>2,130</u>	-	<u>2,130</u>	<u>2,130</u>
	<u>10,702</u>	<u>-</u>	<u>10,702</u>	<u>9,773</u>

**11. TOTAL RESOURCES  
EXPENDED**

	Staff Costs	Depreciation	Other Costs	31 March 2021	31 March 2020
	£	£	£	£	£
Direct charitable expenditure	248,911	8,230	189,465	446,606	511,239
Costs of Generating funds	-	-	7,063	7,063	40,783
Support costs	<u>89,703</u>	<u>1,277</u>	<u>39,821</u>	<u>130,801</u>	<u>133,209</u>
	<u>338,614</u>	<u>9,507</u>	<u>236,349</u>	<u>584,470</u>	<u>685,231</u>

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The aggregate payroll costs were:

	<b>31 March 2021</b>	<b>31 March 2020</b>
	<b>£</b>	<b>£</b>
Wages and salaries	307,928	300,575
Social security costs	22,173	25,288
Pension	<u>8,513</u>	<u>8,237</u>
	<u><b>338,614</b></u>	<u><b>334,100</b></u>

No employee earned more than £60,000. The charity paid £1,628 in 2021 (2020: £1,628) for indemnity insurance for the Trustees. No Trustee received remuneration for their services in the year. No expenses were reimbursed to the Trustees during the year (2020: £nil). Included within wages and salaries were redundancy costs for one employee which were made in line with statutory requirements.

**Particulars of employees:**

The average number of staff employed by the charity during the financial period amounted to:

	<b>31 March 2021</b>	<b>31 March 2020</b>
Support staff	3	3
Charitable staff	<u>12</u>	<u>11</u>
	<u><b>15</b></u>	<u><b>14</b></u>

The Trustees consider the key management personnel to comprise the Director, the office manager and the stable manager. The total compensation paid to key management personnel in the year was £129,500 (2020: £126,600).

**12. NET INCOMING RESOURCES**

Net incoming resources is stated after charging

	<b>31 March 2021</b>	<b>31 March 2020</b>
	<b>£</b>	<b>£</b>
Depreciation	9,507	9,122
(Profit)/ Loss on disposal of asset	-	(1,357)
Auditors Remuneration	4,950	4,950
Preparation of accounts	2,130	2,130
Operating lease rentals	4,737	4,724

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**13. INVESTMENTS**

The Company has two 100% owned subsidiaries, each comprising a £1 investment in the ordinary share capital.

- Horse Rangers No.1 Limited will act as a trading subsidiary
- Horse Rangers Association Limited has been incorporated to protect and promote the identity, interests, intellectual property and mode of operation of The Horse Rangers Association (Hampton Court) Ltd.

Neither company traded during the year. Reserves at 31 March 2021 were £1 each.

**14. TANGIBLE FIXED ASSETS**

	<b>Fittings &amp; Equip- ment £</b>	<b>Computers £</b>	<b>Motor Vehicles £</b>	<b>Horses £</b>	<b>Total £</b>
<b>COST at 31 March 2020</b>	76,754	31,598	44,983	58,545	211,880
Additions	35,504	960	-	-	36,464
Disposals	-	-	-	-	-
<b>At 31 March 2021</b>	<u>112,258</u>	<u>32,558</u>	<u>44,983</u>	<u>58,545</u>	<u>248,344</u>
<b>DEPRECIATION at 31 March 2020</b>	69,077	29,185	44,982	30,487	173,731
Charge for the period	3,041	1,276	1	5,189	9,507
Disposals	-	-	-	-	-
<b>At 31 March 2021</b>	<u>72,118</u>	<u>30,461</u>	<u>44,983</u>	<u>35,676</u>	<u>183,238</u>
<b>NET BOOK VALUE</b>					
<b>At 31 March 2021</b>	<u>40,140</u>	<u>2,097</u>	<u>-</u>	<u>22,869</u>	<u>65,106</u>
<b>At 31 March 2020</b>	<u>7,677</u>	<u>2,413</u>	<u>1</u>	<u>28,058</u>	<u>38,149</u>

Restricted assets are a mechanical Horse with net book value of £32,762 included within Equipment and within Horses are three restricted horses (2020: three) for Riding for the Disabled with a net book value of £3,623 (2020 - £4,818).

**15. DEBTORS**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>31 March 2021 £</b>	<b>31 March 2020 £</b>
Other debtors	61,040	-	61,040	6,211
Prepayments	<u>16,922</u>	-	<u>16,922</u>	<u>14,805</u>
	<u>77,962</u>	-	<u>77,962</u>	<u>21,016</u>

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**16. CREDITORS: amounts falling due within one year**

	Unrestricted	Restricted	31 March 2021 £	31 March 2020 £
Trade creditors	19,326	-	19,326	31,772
Other creditors	916	-	916	385
Taxes & social	5,707	-	5,707	6,181
Deferred income	-	20,264	20,264	6,252
Accruals	<u>15,396</u>	-	<u>15,396</u>	<u>9,629</u>
	<u>41,345</u>	<u>20,264</u>	<u>61,609</u>	<u>54,219</u>

**Movement in deferred income**

Deferred income of £16,619 has been deferred in the year relating to the supporting families programme. Expenditure in the year was £2,607 resulting in deferred income of £1,000 for outreach, £110 young carers, £2,000 Jack Petchey and £17,154 for Supporting families. Income deferred as relates to periods specified by grant awards.

<b>17. UNRESTRICTED FUNDS</b>	<b>31 March 2021 £</b>	<b>31 March 2020 £</b>
General fund brought forward	252,659	291,646
Income	566,370	562,456
Expenditure	(567,004)	(614,713)
Transfers from restricted fund	<u>5,636</u>	<u>13,270</u>
General fund carried forward	<u>257,661</u>	<u>252,659</u>

**18. RESTRICTED FUNDS**

	<b>31 March 2021 £</b>	<b>31 March 2020 £</b>
Restricted fund brought forward	7,018	12,218
Income	56,876	78,588
Expenditure	(17,466)	(70,518)
Transfer to unrestricted fund	<u>(5,636)</u>	<u>(13,270)</u>
	<u>40,792</u>	<u>7,018</u>

Restricted reserves of £40,792 (2020: £7,018) carried forward, £2,200 (2020: £2,200) purchase of equipment, £32,762 (2020: nil) the net book value of the mechanical horse, £3,623 (2020: £4,818), the book value of RDA horses and £2,207 (2020 nil) for grants unspent in year. The transfer in the year of £5,636 to unrestricted funds represented grants for supporting families to cover subscriptions. The transfer from restricted funds in 2020 of £13,270 to unrestricted funds represented £6,570 towards the purchase of two horses and £6,700 for grants supporting families.

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**19. ANALYSIS OF NET ASSETS (between restricted and unrestricted funds)**

<b>2021</b>	<b>Investments</b>	<b>Tangible fixed assets</b>	<b>Other net assets</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Unrestricted funds	2	28,719	228,940	257,661
Restricted funds	-	<u>36,387</u>	<u>4,405</u>	<u>40,792</u>
	<u>2</u>	<u>65,106</u>	<u>233,345</u>	<u>298,453</u>
<b>2020</b>	<b>Investments</b>	<b>Tangible fixed assets</b>	<b>Other net assets</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Unrestricted funds	2	33,331	219,326	252,659
Restricted funds	-	<u>4,818</u>	<u>2,200</u>	<u>7,018</u>
	<u>2</u>	<u>38,149</u>	<u>221,526</u>	<u>259,677</u>

**20 RELATED PARTY TRANSACTIONS**

The charity was controlled by the Trustees throughout the period. Some of the Trustees have children or young adults with the Horse Rangers, G Ractliffe is a Trustee and serves as a Horse Ranger officer. Donations by the Trustees to the HRA for the audited period was £3,180 (2020: £4,220).

**21. CHARITY**

The Charity had the following total commitments under non-cancellable operating leases.

	<b>31 March 2021 £</b>	<b>31 March 2020 £</b>
Under one year	4,220	4,220
2-5 years	<u>3,424</u>	<u>7,644</u>
	<u>7,644</u>	<u>11,864</u>

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<b>22. Reconciliation of net movements in funds and net cashflow from operating activities</b>	<b>2021</b>	<b>2020</b>
Net movement in funds for the reporting period (as per the statement of financial activities)	38,776	(44,187)
Adjustments For:		
Depreciation	9,507	9,122
(Profit)/loss disposal	-	(1,357)
Interest	(2,104)	(3,835)
Decrease in stock	-	447
(Increase)/ decrease in debtors	(56,946)	5,676
Increase/ (decrease) in creditors	<u>7,390</u>	<u>(5,004)</u>
Net cash(used in)/provided by operating activities	<u>(3,377)</u>	<u>(39,138)</u>

<b>23. Cash and Cash equivalents and Net Debt reconciliation</b>	<b>31 March 2021 £</b>	<b>31 March 2020 £</b>
Cash and cash equivalents at the start of the year	254,729	301,822
Movement	<u>(37,737)</u>	<u>(47,093)</u>
Cash and cash equivalents at the end of the year	<u>216,992</u>	<u>254,729</u>

**24. COMPANY LIMITED BY GUARANTEE**

The charity is limited by guarantee. Each of the Members of the charity undertakes to contribute such amount as may be required (not exceeding £10) to the charity's assets in the event of it being wound up while he or she is a Member or within one year after he or she ceases to be a Member.

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**25. Statement of Financial Activities**  
**Year ended 31 March 2020**

	Note	Un- restricted Funds £	Restricted Funds £	Total Funds Year Ended 31 March 2020 £
<b>Income From:</b>				
Donations		514,852	77,084	591,936
Charitable activities		640	-	640
Other trading activities		26,053	1,504	27,557
Investments		3,835	-	3,835
Other		<u>17,076</u>	<u>-</u>	<u>17,076</u>
<b>Total</b>		<u><b>562,456</b></u>	<u><b>78,588</b></u>	<u><b>641,044</b></u>
<b>Expenditure on:</b>				
Raising funds		51,223	-	51,223
Charitable activities		<u>563,490</u>	<u>70,518</u>	<u>634,008</u>
<b>Total</b>		<u><b>614,713</b></u>	<u><b>70,518</b></u>	<u><b>685,231</b></u>
<b>Net (expenditure)/Income</b>		(52,257)	8,070	(44,187)
Transfer between funds		<u>13,270</u>	<u>(13,270)</u>	<u>-</u>
<b>Net Movement in funds</b>		<u><b>(38,987)</b></u>	<u><b>(5,200)</b></u>	<u><b>(44,187)</b></u>
<b>Reconciliation of funds</b>				
<b>Funds Brought forward</b>		<u>291,646</u>	<u>12,218</u>	<u>303,864</u>
<b>Funds Carried forward</b>		<u>252,659</u>	<u>7,018</u>	<u>259,677</u>