

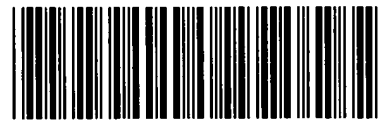
**COMPANY REGISTRATION NUMBER: 04712789
(REGISTERED IN ENGLAND AND WALES)**



**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

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

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: -

Trustees	Area of Responsibility
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

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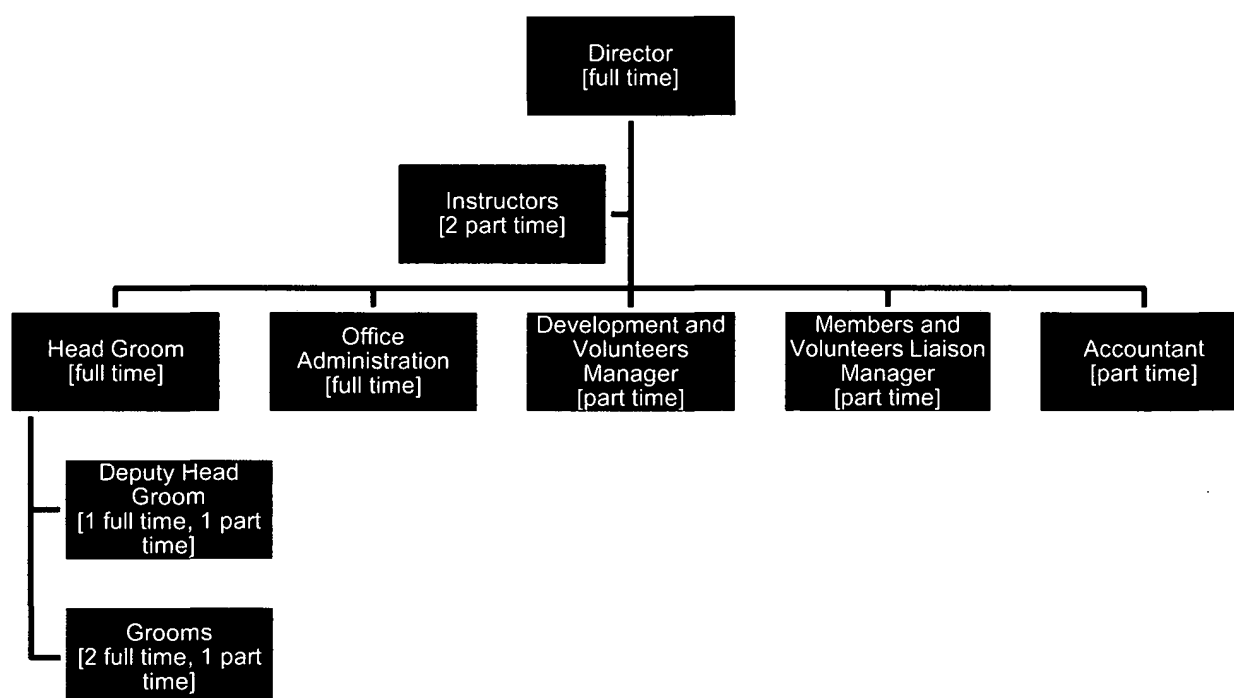
Sarah Ing Resigned 8 September 2020
Kathryn Walker Resigned 15 December 2020

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.

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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 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.

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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.

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- 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) -

Mainstream Horse Rangers						
Membership Numbers	SQN 1	SQN 2	SQN 3	SQN 4	SQN 5	TOTAL
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						258
Prior Year						328

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

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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.

Date	Ranger Activities
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 17th 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:-

Promotions	SQN 1	SQN 2	SQN 3	SQN 5	TOTAL
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
					<u>36</u>

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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.

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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)

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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
Total	12	26	9	47

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.

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

Responsibility	No. Horses
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.

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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.

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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

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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

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

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.

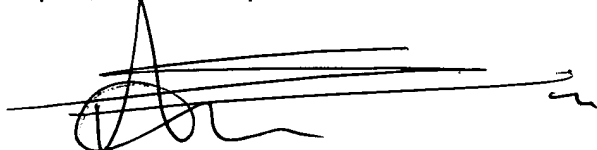
Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and the Trustees as to whether the entity complies with such laws and regulations; enquiries with the same 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

**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**

		Unrestricted Funds £	Restricted Funds £	Total Funds Year Ended 31 March 2021 £	Total Funds Year Ended 31 March 2020 £
	Note				
Income From:					
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
Total		<u>566,370</u>	<u>56,876</u>	<u>623,246</u>	<u>641,044</u>
Expenditure on:					
Raising funds	7	11,986	-	11,986	51,223
Charitable activities	8	555,018	17,466	572,484	634,008
Total		<u>567,004</u>	<u>17,466</u>	<u>584,470</u>	<u>685,231</u>
Net (expenditure)/Income		(634)	39,410	38,776	(44,187)
Transfer between funds	17,18	5,636	(5,636)	-	-
Net Movement in funds		<u>5,002</u>	<u>33,774</u>	<u>38,776</u>	<u>(44,187)</u>
Reconciliation of funds					
Funds Brought forward		252,659	7,018	259,677	303,864
Funds Carried forward	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

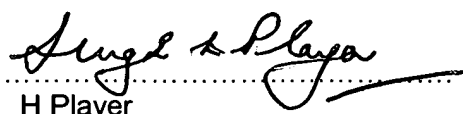
		Unrestricted £	Restricted £	31 March 2021 £	31 March 2020 £
FIXED ASSETS					
Investments	13	2	-	2	2
Tangible assets	14	28,719	36,387	65,106	38,149
CURRENT ASSETS					
Debtors	15	77,962	-	77,962	21,016
Cash at bank and in hand		<u>192,323</u>	<u>24,669</u>	<u>216,992</u>	<u>254,729</u>
		<u>270,285</u>	<u>24,669</u>	<u>294,954</u>	<u>275,745</u>
CREDITORS: Amounts falling due within one year	16	<u>(41,345)</u>	<u>(20,264)</u>	<u>(61,609)</u>	<u>(54,219)</u>
NET CURRENT ASSETS		<u>228,940</u>	<u>4,405</u>	<u>233,345</u>	<u>221,526</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		257,661	40,792	298,453	259,677
NET ASSETS		<u>257,661</u>	<u>40,792</u>	<u>298,453</u>	<u>259,677</u>
FUNDS					
Unrestricted	17	257,661	-	257,661	252,659
Restricted	18	<u>-</u>	<u>40,792</u>	<u>40,792</u>	<u>7,018</u>
TOTAL FUNDS		<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.

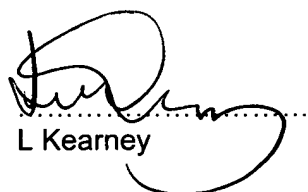
These Financial Statements were approved by the members of the Board on 14 December 2021 and are signed on their behalf by:



H Player

Company number: 04712789

Charity number : 1098257



L Kearney

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

**STATEMENT OF CASH FLOWS
YEAR ENDED 31 MARCH 2021**

	2021	2020
	£	£
Cash flows from operating activities:		
Net Cash used in operating activities - Note 22	(3,377)	(39,138)
Cashflows from investing activities		
Interest	2,104	3,835
Purchase of Tangible fixed assets	<u>(36,464)</u>	<u>(11,790)</u>
Net cash used in investing activities	(34,360)	(7,955)
Change in cash and cash equivalents	(37,737)	(47,093)
Cash and cash equivalents at the beginning of the reporting period	254,729	301,822
Cash and cash equivalents at the end of the reporting period	<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

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

(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.

THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

(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

	Un- Restricted Funds £	Restricted Funds £	31 March 2021 £	31 March 2020 £
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.

			2021
Funder	Purpose		£
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

THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

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

	31 March 2021	31 March 2020
	£	£
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

	Un- Restricted Funds	Restricted Funds	31 March 2021	31 March 2020
	£	£	£	£
Bank interest receivable	<u>2,104</u>	<u>-</u>	<u>2,104</u>	<u>3,835</u>

6. OTHER INCOME

	31 March 2021	31 March 2020
	£	£
Veterinary Insurance recovery	<u>8,560</u>	<u>17,076</u>
	<u>8,560</u>	<u>17,076</u>

	31 March 2021	31 March 2020
	£	£
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>

THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

7. RAISING FUNDS

	Un- Restricted Funds	Restricted Funds	31 March 2021	31 March 2020
	£	£	£	£
Trading costs	-	-	-	8,730
Support costs allocation	-	-	-	5,001
	<u>-</u>	<u>-</u>	<u>-</u>	<u>13,731</u>
Fundraising costs	7,063	-	7,063	32,053
Support costs allocation	4,923	-	4,923	5,439
	<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>

THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

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>-</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>-</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>

THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

The aggregate payroll costs were:

	31 March 2021	31 March 2020
	£	£
Wages and salaries	307,928	300,575
Social security costs	22,173	25,288
Pension	<u>8,513</u>	<u>8,237</u>
	<u>338,614</u>	<u>334,100</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:

	31 March 2021	31 March 2020
Support staff	3	3
Charitable staff	<u>12</u>	<u>11</u>
	<u>15</u>	<u>14</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

	31 March 2021	31 March 2020
	£	£
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

THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED
COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2021

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

	Fittings & Equip- ment £	Computers £	Motor Vehicles £	Horses £	Total £
COST at 31 March 2020	76,754	31,598	44,983	58,545	211,880
Additions	35,504	960	-	-	36,464
Disposals	-	-	-	-	-
At 31 March 2021	<u>112,258</u>	<u>32,558</u>	<u>44,983</u>	<u>58,545</u>	<u>248,344</u>
DEPRECIATION at 31 March 2020	69,077	29,185	44,982	30,487	173,731
Charge for the period	3,041	1,276	1	5,189	9,507
Disposals	-	-	-	-	-
At 31 March 2021	<u>72,118</u>	<u>30,461</u>	<u>44,983</u>	<u>35,676</u>	<u>183,238</u>
NET BOOK VALUE					
At 31 March 2021	<u>40,140</u>	<u>2,097</u>	<u>-</u>	<u>22,869</u>	<u>65,106</u>
At 31 March 2020	<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

	Unrestricted	Restricted	31 March 2021 £	31 March 2020 £
Other debtors	61,040	-	61,040	6,211
Prepayments	<u>16,922</u>	<u>-</u>	<u>16,922</u>	<u>14,805</u>
	<u>77,962</u>	<u>-</u>	<u>77,962</u>	<u>21,016</u>

THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED
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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>-</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.

	31 March 2021 £	31 March 2020 £
17. UNRESTRICTED FUNDS		
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

	31 March 2021 £	31 March 2020 £
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.

THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED
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19. ANALYSIS OF NET ASSETS (between restricted and unrestricted funds)

2021	Investments	Tangible fixed assets	Other net assets	Total
	£	£	£	£
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>

2020	Investments	Tangible fixed assets	Other net assets	Total
	£	£	£	£
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.

	31 March 2021 £	31 March 2020 £
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>

THE HORSE RANGERS ASSOCIATION (HAMPTON COURT) LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
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22. Reconciliation of net movements in funds and net cashflow from operating activities

	2021	2020
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><u>(3,377)</u></u>	<u><u>(39,138)</u></u>

23. Cash and Cash equivalents and Net Debt reconciliation

	31 March 2021 £	31 March 2020 £
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><u>216,992</u></u>	<u><u>254,729</u></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 £
Income From:				
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		17,076	-	17,076
Total		<u>562,456</u>	<u>78,588</u>	<u>641,044</u>
Expenditure on:				
Raising funds		51,223	-	51,223
Charitable activities		563,490	70,518	634,008
Total		<u>614,713</u>	<u>70,518</u>	<u>685,231</u>
Net (expenditure)/Income		(52,257)	8,070	(44,187)
Transfer between funds		13,270	(13,270)	-
Net Movement in funds		<u>(38,987)</u>	<u>(5,200)</u>	<u>(44,187)</u>
Reconciliation of funds				
Funds Brought forward		<u>291,646</u>	<u>12,218</u>	<u>303,864</u>
Funds Carried forward		<u>252,659</u>	<u>7,018</u>	<u>259,677</u>