

REGISTERED IN ENGLAND  
COMPANY NO 4257830  
REGISTERED CHARITY NO 1101814

**ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)**

ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

Clenshaw Minns Limited  
Chartered Accountants

ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)

INFORMATION  
FOR THE YEAR ENDED 31 DECEMBER 2022

---

<b>Trustees</b>	D Tallon	Chairman
	A Dickens	Vice Chairman
	P Bray	
	S Fowler	
	J Anscombe	
	G Darkins	
	J Ludlow	
	C Peak	

**Company number** 4257830

**Charity number** 1101814

---

**Registered office** Swaffham Community Centre  
The Campingland  
Swaffham  
Norfolk  
PE37 7RB

**Accountants** Clenshaw Minns  
Chartered Accountants  
24 Market Place  
Swaffham  
PE37 7QH

**Bankers** Lloyds Bank PLC  
Gonville Place Cambridge Branch  
95 Regent Street  
Cambridge  
CB2 1BQ

**Solicitors** Ward Gethin  
Solicitors  
11 London Street  
Swaffham  
Norfolk  
PE37 7BW

ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)

CONTENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022

---

	<b>Page</b>
Trustees' report	1-3
Statement of Trustees' responsibilities	4
Independent Accountants' report	5
Statement of financial activities	6
Balance sheet	7
Notes to the financial statements	8-14

ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)

TRUSTEES REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2022

---

The Trustees present their report and accounts for the year ended 31 December 2022.

**Reference and Administrative Details**

Charity Number: 1101814

Company Number: 4257830

Office: Swaffham Community Centre, The Campingland, Swaffham, PE37 7RB

**Objects of the company**

To promote the economic, social and environmental well-being of Swaffham and the surrounding villages. To work with community groups to identify local needs and support projects to improve the quality of life for people living, working and visiting the area.

**Governing Document**

The Iceni Partnership is a company limited by guarantee and a registered charity. It is governed by its Memorandum & Articles of Association. The company was incorporated on 24 July 2001. The company changed its name from The Swaffham & District Partnership to Iceni Partnership Limited on 23 March 2004.

**Appointment of Trustees**

One third of the trustees are subject to retirement by rotation at the Annual General Meeting, where they may be re-elected if they so wish.

**Organisation**

The Partnership remit is to operate as a Social Enterprise. The Board of Directors/Trustees sets the long-term strategy, oversees the efficient functioning of the Partnership, regulates its constitutional aims and approves the accounts. The Partnership employs two full-time and four part-time paid officers and operates out of its office in Swaffham's Community Centre.

**Aims of the Partnership**

- Providing the means by which local people can both influence how their community develops and gain confidence that their individual contribution will count and be effective.
- Building an enlarged volunteer base across the Partnership area by encouraging people to get involved in improving their local community.
- Adding value to the work of statutory bodies and acting as an enabler, working across multi-agency boundaries.

ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)

TRUSTEES REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2022

---

- Working with young people, through support organisations, on projects that help develop their commitment to community involvement from an early age.
- Providing information and expertise to support local groups in achieving their aims.
- Facilitating appropriate training to develop individual skills.
- Carrying out a co-ordinating and signposting role in community and business development.

**Review of activities**

The Partnership manages both the Assembly Rooms and Community Centre, under 99 year leases from Swaffham Town Council. The Centre leases/rents space to community support groups including Home Start, Family Action, Norfolk Community Learning Services and West Norfolk Community Transport, Change – Grow – Live (CGL), Citizens Advice Mid Norfolk, Wellbeing Service, Alcoholics Anonymous and many private counselling and support services. The Centre also boasts a full-time crèche that accommodates children from babies to school age.

The Partnership owns eight business units on the EcoTech Business Park. Their annual rental income, together with the operating income from managing the Community Centre and Assembly Rooms meets all the managerial and office costs of the Partnership.

**Trustees**

The Trustees, who are also the Directors for the purpose of company law, who served during the year are:

D Tallon	Chairman
A Dickens	Vice Chairman
P Bray	
S Fowler	
J Anscombe	
G Darkins	
J Ludlow	
C Peak	

None of the Trustees has any beneficial interest in the company. All of the Trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

**Risk management**

The Trustees actively review the major risks which the charity faces on a regular basis and believe that maintaining reserves at current levels, combined with an annual review of the controls over key financial systems, will provide sufficient resources in the event of adverse conditions. The Trustees have also examined other operational and business risks faced by the charity and confirm that they have established systems to mitigate the significant risks.

ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)

TRUSTEES REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2022

---

**Financial Review**

The 2022 accounts show the Icen Partnership's commitment to the lease held by us and Swaffham Town Council with regards to regular maintenance and improvements to the fabric of both the Swaffham Assembly Rooms and Community Centre. The Community Centre has been redecorated and monies spent on replacing and maintaining electrical equipment. It is the Partnership's intention to continue a programme of building improvements at the Community Centre and Assembly Rooms to enhance visitor experience and maintain a fresh new look that's worn well during the buildings first 17 years.

**Reserves Policy**

The Trustees have a policy whereby unrestricted cash funds held by the Charity should be sufficient to continue current activities for a minimum one-year period.

**Accountants**

Clenshaw Minns Limited were re-appointed as the charitable company's accountants during the year and have expressed their willingness to continue in that capacity.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities and in accordance with the special provisions of the Companies Act 2006 relating to small entities.

Approved by the Management Committee on ..... 11 JULY 2023 ..... and signed on its behalf by:

.....  
**D Tallon**

ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)

STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 31 DECEMBER 2022

---

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 company and of the financial activities of the company for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently.
- 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 company will continue in operation.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure the financial statements comply with Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Amounts are presented within items in the statement of financial activities and balance sheet, the Trustees have had regard to the substance of the reported transaction or arrangement, in accordance with generally accepted accounting principles or practice.

In the case of each of the persons who are Trustees at the time when the Trustees' report is approved:

- so far as the Trustee is aware, there is no relevant audit information (information needed by the company's auditors in connection with preparing their report) of which the company's auditors are unaware, and
- each Trustee has taken all the steps he ought to have taken as a Trustee in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)

ACCOUNTANTS' REPORT TO THE TRUSTEES  
ON THE UNAUDITED ACCOUNTS OF ICENI PARTNERSHIP LIMITED

Company registration number 4257830

---

In accordance with the engagement letter dated 17 July 2008, and in order to assist you to fulfil your duties under the Companies Act 2006, we have compiled the financial statement of the company, which comprise the statement of financial activities, the balance sheet and the related notes from the accounting records and information and explanations you have given to us.

This report is made to the company's board of trustees, as a body, in accordance with the terms of our engagement. Our work has been undertaken so that we might compile the financial statements that we have been engaged to compile, report to the company's board of trustees that we have done so, and state those matters that we have agreed to state to them in this 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 company and the company's board of trustees, as a body, for our work or for this report.

We have carried out this engagement in accordance with technical guidance issued by the Institute of Chartered Accountants in England and Wales and have complied with the ethical guidance laid down by the Institute relating to members undertaking the compilation of financial statements.

You have acknowledged on the balance sheet for the year ended 31 December 2022 your duty to ensure that the company has kept proper accounting records and to prepare financial statements that give a true and fair view under the Companies Act 2006. You consider that the company is exempt from the statutory requirement for an audit for the year.

We have not been instructed to carry out an audit of the financial statements. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the financial statements.



**Clenshaw Minns**  
Chartered Accountants  
24 Market Place  
Swaffham  
Norfolk  
PE37 7QH

Dated: ..... 7 August 2023 .....



ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND  
EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 DECEMBER 2022

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
<b>Incoming resources from generated funds</b>					
<b>Voluntary income</b>					
Donations and gifts		7,640	-	7,640	5,309
Grants receivable	4	8,167	-	8,167	84,470
Trading activities	5	167,125	-	167,125	129,705
Newsletter		9,874	-	9,874	13,712
Bank interest		-	-	-	-
<b>Investment income</b>					
Transfer to Unrestricted		-	-	-	-
<b>Total incoming resources</b>		192,806	-	192,806	233,196
<b>Resources expended</b>					
Charitable activities		168,633	-	168,633	143,982
Other expenditure: Newsletter expenses		8,811	-	8,811	8,198
Governance costs	7	22,675	-	22,675	18,721
<b>Total resources expended</b>	2	200,119	-	200,119	170,901
<b>Net movement in funds</b>		(7,313)	-	(7,313)	62,295
<b>Reconciliation of funds</b>					
Total funds brought forward		385,997	671	386,668	324,373
Transfer from Restricted funds		671	(671)	-	-
<b>Total funds carried forward</b>	11	379,355	-	379,355	386,668

**Statement of Total Recognised Gains or Losses**

The company had no recognised gains or losses other than the above income for the financial period ended 31 December 2022

ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)

BALANCE SHEET  
AS AT 31 DECEMBER 2022

Registration number 4257830

	Notes	2022		2021	
		£	£	£	£
<b>Fixed assets</b>					
Intangible assets	6		-		-
Tangible assets	7		224,938		235,753
			<u>224,938</u>		<u>235,753</u>
<b>Current assets</b>					
Debtors	8	4,623		10,931	
Cash at bank and in hand		173,721		161,123	
		<u>178,344</u>		<u>172,054</u>	
<b>Creditors: amounts falling due within one year</b>	9	23,927		21,139	
		<u></u>		<u></u>	
<b>Net current assets</b>			154,417		150,915
<b>Total assets less current liabilities</b>			<u>379,355</u>		<u>386,668</u>
<b>Provisions for liabilities and charges</b>			-		-
<b>Net assets</b>			<u>379,355</u>		<u>386,668</u>
			=====		=====
<b>Unrestricted funds</b>			379,355		385,997
<b>Restricted funds</b>			-		671
<b>Total Funds</b>	11		<u>379,355</u>		<u>386,668</u>
			=====		=====

For the year ended 31 December 2022, the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

The members acknowledge their responsibilities for:

- (i) ensuring that the company keeps accounting records which comply with the Companies Act; and
- (ii) preparing the financial statements in accordance with the provisions applicable to small companies subject to the small companies regime and in accordance with the FRS102 SORP.

Trustee .....  
D Tallon

Trustee .....  
G Darkins

The notes on pages 8 to 14 form part of these financial statements.

## **1. Accounting policies**

The significant accounting policies used in the preparation of these financial statements are:

### **1.1 Basis of preparation**

The accounts are prepared under the historical cost convention.

The accounts have been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and with the Charities Act 2011.

### **1.2 Incoming resources**

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not be included in these accounts.
- Investment income is included when receivable.
- Incoming resources from charitable trading activity are accounted for when earned.
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

### **1.3 Resources expended**

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Costs of generating funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)

---

**1. Accounting Policies (continued)**

- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the accounting fees and costs linked to the strategic management of the charity.

**1.4 Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost or valuation less estimated residual value of each asset over its expected useful life, as follows:

Freehold buildings	over 25 years
Office Equipment	over 3 years

**1.5 Accumulated funds**

Restricted funds are subject to specific conditions by donors as to how they may be used.

**1.6 Going concern**

The financial statements have been prepared on the going concern basis.

**2. Total resources expended**

	Staff costs £	Depreciation £	Other costs £	Total 2022 £	Total 2021 £
Direct expenditure:					
Project expenditure	93,641	22,675	74,992	191,308	162,703
Newsletter expenditure	-	-	8,811	8,811	8,198
Other expenditure:					
Management and administration	-	-	-	-	-
Total resources expended	<u>93,641</u>	<u>22,675</u>	<u>83,803</u>	<u>200,119</u>	<u>170,901</u>

ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)

---

**3. Staff costs**

None of the Trustees (nor any persons connected with them) received any remuneration during the period. Expenses have been reimbursed as and when incurred on company business. The staff costs of the remaining staff were:

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Wages and salaries	89,190	77,841
Social security costs	2,170	1,583
Pension costs (defined contribution pension plan)	2,281	1,800
	<u>93,641</u>	<u>81,224</u>
	=====	=====

The average monthly number of staff employed, calculated as full-time equivalents, during the year was as follows:

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Direct charitable work and administration	4	4
	<u>4</u>	<u>4</u>
	==	==

No employee received remuneration of more than £60,000. There are no employees who received pension contributions to money purchase schemes and no employees have retirement benefits accruing under money purchase nor defined benefit schemes.

ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)

---

**4. Grants receivable**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
<b>Unrestricted</b>		
Grants	8,167	84,470
	<u>8,167</u>	<u>84,470</u>
	=====	=====
<b>Restricted</b>		
Comic Relief	-	-
	<u>-</u>	<u>-</u>
	=====	=====

**5. Trading activities – Income**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
<b>Unrestricted</b>		
Community Centre rental	39,854	40,343
Community Centre Hall hire	56,574	26,343
<b>Subtotal</b>	<u>96,428</u>	<u>66,686</u>
Indoor Market	-	5,714
Brocks Road rental	38,063	40,559
Assembly Room Hall hire	28,071	12,387
Wedding fair	998	63
Your local Swaffham	35	60
Lunch club	3,406	625
Big Norfolk Holiday Fun	-	3,346
Other	124	265
	<u>167,125</u>	<u>129,705</u>
	=====	=====

ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)

6. Intangible fixed assets

	Goodwill Newsletter	Total
<b>Cost</b>		
At 1 January 2022	15,000	15,000
Additions	-	-
At 31 December 2022	<u>15,000</u>	<u>15,000</u>
<b>Depreciation</b>		
At 1 January 2022	15,000	15,000
Charge for the year	-	-
At 31 December 2022	<u>15,000</u>	<u>15,000</u>
<b>Net book value</b>		
At 31 December 2022	<u>-</u>	<u>-</u>
At 1 January 2022	<u>-</u>	<u>-</u>

7. Tangible fixed assets

	Fixtures and Fittings	Freehold Land and Buildings	Total
<b>Cost</b>			
At 1 January 2022	26,510	354,138	380,648
Additions	11,860	-	11,860
At 31 December 2022	<u>38,370</u>	<u>354,138</u>	<u>392,508</u>
<b>Depreciation</b>			
At 1 January 2022	17,396	127,499	144,895
Charge for the year	8,509	14,166	22,675
At 31 December 2022	<u>25,905</u>	<u>141,665</u>	<u>167,570</u>
<b>Net book value</b>			
At 31 December 2022	<u>12,465</u>	<u>212,473</u>	<u>224,938</u>
At 1 January 2022	<u>9,114</u>	<u>226,639</u>	<u>235,753</u>

The investment market values of the units at the Eco Tech Business Park, Swaffham, are not materially different to the carrying value.

ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)

---

**8. Debtors**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Other debtors	4,623	10,931
	<u>4,623</u>	<u>10,931</u>
	=====	=====

**9. Creditors: amounts falling due within one year**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Other creditors	10,128	10,474
Accruals and deferred income	13,799	10,665
	<u>23,927</u>	<u>21,139</u>
	=====	=====

**10. Analysis of Net Assets between funds**

	<b>Restricted</b>	<b>Unrestricted</b>
	<b>£</b>	<b>£</b>
Tangible Fixed Assets	-	224,938
Debtors	-	4,623
Cash	-	173,721
Creditors	-	(23,927)
	<u>-</u>	<u>379,355</u>
	=====	=====

**11. Reconciliation of movements in funds**

	<b>Restricted</b>	<b>Unrestricted</b>
	<b>£</b>	<b>£</b>
Opening funds 1 January 2022	671	385,997
Net movement in funds for the period	-	(7,313)
Transfer from Restricted fund	(671)	671
	<u>-</u>	<u>379,355</u>
	=====	=====

Closing funds shown above are held on trust and in accordance with the restrictions contained in the company's Memorandum of Association.



ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)

---

**12. Transactions with Trustees and connected persons**

None of the directors (all of whom also act as Trustees for the activities of the company) entered into any material transactions, contract or other arrangement with the company.

ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)

---

The following pages are for management purposes only.

ICENI PARTNERSHIP LIMITED  
(LIMITED BY GUARANTEE)

RESTRICTED FUNDS  
YEAR ENDED 31 DECEMBER 2022

---

**Restricted Funds**

	<b>Balance B/Fwd</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfer to Unrestricted</b>	<b>Balance C/Fwd</b>
Comic Relief	671	-	-	(671)	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	671	-	-	(671)	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

