LAMBOURNE END LTD

England & Wales · Charity number 1105063

Details

Other names	LAMBOURNE END OUTDOOR CENTRE
Status	Registered
Legal form	Charitable company
Company number	05067695
Registered	2004-07-23
Register	View on the Charity Commission register

Contact

Address	Lambourne End Centre Manor Road Lambourne End Romford RM4 1NB
Phone	020 8500 3047
Email	info@lambourne-end.org.uk
Website	www.lambourne-end.org.uk

Activities

Objects: A) TO PROVIDE, OR ASSIST IN THE PROVISION OF FACILITIES FOR PEOPLE OF ALL AGES WITH THE OBJECT OF IMPROVING THEIR CONDITIONS OF LIFE AND IN THE INTERESTS OF THEIR SPIRITUAL, MORAL, SOCIAL, EDUCATIONAL AND PHYSICAL WELFARE AND TO BUILD THE SKILLS AND CAPACITIES OF PEOPLE AND COMMUNITIES.B) TO PROVIDE EDUCATIONAL OPPORTUNITIES FOR PEOPLE OF ALL AGES INCLUDING ENVIRONMENTAL AND CONSERVATION ACTIVITIES.C) TO PROVIDE, OR ASSIST IN THE PROVISION OF, RELIEF FROM POVERTYD) TO PROMOTE THE CHRISTIAN RELIGION.E) TO PROMOTE, OR ASSIST IN THE PROMOTION OF, UNDERSTANDING BETWEEN CHRISTIANITY AND OTHER FAITHS.

Activities: A Centre for outdoor learning running personal development programmes aimed at developing confidence, raising self-esteem, building team work, learning new skills and inspiring people to fulfil their potential. Challenging them to look at, the way in which they view themselves, the world in which they live and the people with whom they share it, in a safe, welcoming stimulating environment.

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Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** General Charitable Purposes, Education/training, Disability, The Prevention Or Relief Of Poverty, Arts/culture/heritage/science, Amateur Sport, Animals, Environment/conservation/heritage, Economic/community Development/employment, Recreation
- **Who:** Children/young People, People With Disabilities, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,320,869	£1,395,699	£1,220,460	32
2024-03-31	£1,261,526	£1,247,109	£1,295,290	30
2023-03-31	£1,370,365	£1,004,972	£1,280,873	30
2022-03-31	£1,097,830	£893,562	£915,480	31
2021-03-31	£890,179	£674,676	£711,212	22

Trustees

Name	Role	Appointed
Andrew Charles Green		2022-11-18
BRIAN CHRISTOPHER SAINSBURY		2024-10-04
CAROLINE ROUSE		2021-01-22
Charles Dutson		2025-05-23
Christopher Charles James		2019-07-12
Michael James Cleary		2024-05-17
Paul Mathias		2020-01-17
Rachel Jane Grimwood		2021-07-23
Steven Robert Cenci		2026-01-23

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LAMBOURNE END LTD

England & Wales - Charity number 1105063

Accounts

LAMBOURNE END LIMITED

"Lambourne End Centre has played a big role in my life. It is an accepting community that gave me the confidence to push myself and helped shape me into the person I am today."

Isaac Harvey MBE, pictured above (centre)

Charity Registration Number: 1105063

Company Number: 05067695

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2025

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Trustees/Directors:	Timothy Andrew Richardson (Chair) Andrew Green (Treasurer) Rachel Grimwood Christopher James Marianne Layburn Paul Mathias Caroline Rouse Co-Opted: Mike Cleary (Appointed 17th May 2024) Amanda Ridgwell (Appointed 17th May 2024) Brian Sainsbury (Appointed 4th October 2024) Laura Sanchez (Appointed 4th October 2024) Resignations: Amanda Ridgwell (Resigned 24th January 2025)
CEO & Company Secretary:	Rob Gayler
Registered office:	Manor Road Lambourne End Essex RM4 1NB
Auditors:	Clemence Hoar Cummings Riverside House 1-5 Como Street Romford RM7 7DN
Bank:	Unity Trust Bank Nine Brindley Place Birmingham W1S 4AP
Solicitors:	None appointed at present
Charity information:	Lambourne End Limited is both a company registered in England under Registration No. **05067695** and a registered charity under Registration No. **1105063**.
Governing Deed:	Memorandum and Articles of Association

The Trustees, who are also the Directors for the purposes of company law, present their Annual Report and the audited financial statements for the year ended 31st March 2025 which have been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities and the Companies Act 2006 and FRS 102 (SORP) 2019.

STRUCTURE AND GOVERNANCE

The Company was formed in 2004 originally with four members: Aston-Mansfield, who is the Trustee of the Lady Trower Trust, which owns the site, and three East London YMCAs (City, Forest and Hornsey – now North London YMCA).

The Company is now directed by a Board of Independent Trustees which meets every other month, with the Chief Executive Officer (CEO), Minutes Secretary and other senior staff in attendance, as appropriate. The Board is responsible for ensuring good governance, setting direction, establishing policies and a business strategy and plan, which the Chief Executive Officer is responsible for implementing. Between meetings he draws on the particular expertise of individual trustees, as appropriate. In addition, the Chair meets with the CEO between Board meetings.

The Board, whose members are the Trustees of the charity and Directors of the Company, consists of individuals who are passionate about and committed to the work of the Charity. One Trustee position is available for a nominated person by Aston Mansfield (a founding member organization and representing the Trower Trust). The collective experience of the Board is planned to cover the main functions of the Company (finance, human resources, marketing, etc.) whilst also bringing sector expertise such as health, education and commerce. The Board continues to explore how to bring new faces and expertise into the governance of the charity at what is an important stage of its development and any trustee vacancies are advertised widely. Appointed board members are provided with the Charity Commission roles and responsibilities of a trustee, undertake an induction with the CEO, policies and operational procedures for the governance of the charity and meet DBS and safeguarding requirements.

The Board operates effectively through other working groups/committees – Finance; fundraising and marketing; human resources; strategic planning; IT and infrastructure; user forum.

AIMS AND PUBLIC BENEFIT

The company's charitable objects are:

1. To provide or assist in the provision of facilities for people of all ages with the object of improving their conditions of life and in the interests of their spiritual, moral, social, educational and physical welfare and to build the skills and capacities of people and communities.
2. To provide educational opportunities for people of all ages including environmental and conservation matters.
3. To provide or assist in the provision of relief from poverty.
4. To promote, or assist in the promotion of, understanding between Christianity and all faiths.

The Trustees believe that all these objects inherently contribute public benefit. Although fees are charged for services rendered, the Company raises funds that subsidise the true cost of provision, thus enabling more underprivileged children and young people to participate. Corporate client groups engaging in Corporate Social Responsibility represent only a very small percentage of the groups using the Centre and although their employers benefit indirectly, the primary beneficiaries remain the individual, and the Centre, as they complete much needed work to assist its charitable work. The Trustees confirm that they have complied with their duty to have regard to the public benefit guidance published by the Charity Commission and in accordance with section 17 of the Charities Act 2011.

The main aim of activities is to promote personal and social development opportunities for children and young people predominantly from London and Essex in an outdoor setting. This is achieved through the provision of a growing range of challenging outdoor activities and learning programmes, and increasingly through the provision of targeted alternative education services to support local schools and authorities and to provide short break opportunities for people with disabilities or additional needs.

The Centre continues to build a strong reputation for delivering programmes over a longer term with key clients that have a profound impact on the lives of young people, raising their confidence, self-esteem, work skills and motivation.

OVERVIEW

This year has seen the charity continue to build on its strong performance and reputation whilst tackling some difficult challenges brought about by external factors and market conditions.

We continue to see high levels of need amongst young people (and adults) for help and support for mental health issues, alongside genuine concern amongst schools for how they can address many of these needs. For a number of years, we have known that most mainstream schools and organisations are often less well equipped to tackle the huge variety of issues that they are facing around anxiety amongst their students, extremes of behaviour, reducing budgets and staff under pressure. We have seen a considerable rise in requests for our services as schools and local authorities see the real benefits of holistic learning using the outdoors.

The Centre has been operating near to full capacity for the past two years as we seek to balance what our staff team can deliver with the limits of our physical infrastructure. We continue to have enquiries that we cannot satisfy easily.

This past year has seen us welcome a huge variety of groups and individuals by offering impactful programmes and events consistent with levels of previous years. Our impact report outlines levels of activity, groups' and individuals' examples and stories. Financially, this year has seen increases in income and costs, both of which are in line with Board guidelines. Significantly, we are now seeing the impact on our budgets of the agreed uplifting of our salary levels and bands intended to attract and retain our team members.

During the year, having taken the decision to invest in a significant push to raise our profile and seek to raise large sums that can be used to add to our infrastructure and in so doing, allow us to increase our capacity to meet some of the pent-up demand for our services, the charity set about building its powerful case for support built around the impact we have on young lives and some of the incredibly inspiring stories that have come out of their experiences with us. This is an ongoing project that the Board is fully supporting, one key milestone being a major fundraising event staged at the House of Lords in April 2024. This proved an inspiring event attended by over 100 invited guests from a wide range of organisations and high-profile individuals that could become strong supporters. This year has seen ongoing work to sustain momentum and we are particularly excited about the developing partnership with Fatima Whitbread and her initiative around young peoples' future.

At the end of this financial year, the Centre remains in a solid financial position. To maintain and grow income, the CEO and team have revisited our pricing model and continue to explore ways to manage costs prudently. The centre is exploring solar energy provision for the site and other options consistent with our values and vision. Our reserves are at a level that the Board considers prudent and as such, the Board continues to evaluate possible uses for infrastructure and capital investment where we believe seeking external fundraising will prove difficult.

In comparison to 31st March 2024:

- Annual income increased by £59,343 from £1,261,526 to £1,320,869
- Expenditure increased by £148,590 from £1,247,109 to £1,395,699
- Reported a deficit of £74,830 compared to a surplus of £14,417

The Board considers Lambourne End Ltd to be very well positioned to continue to deliver great services and cement its strong brand locally in East London and Essex, and develop a wider reputation.

The Centre's strategy has the following streams:

1. Continue to focus on maintaining and developing programmes that meet the evolving needs of our communities and young people in particular.
2. Proactively push to increase our capacity to be able to meet our demand through promoting our message, evidencing our impact, and investing in improvements to the site and facilities.
3. Seek to attract, develop and retain high calibre people to lead and work at the Centre.

The charity maintains its accreditations for British Activities Providers Association (BAPA), Adventure Mark, Learning Outside the Classroom (LOtC) and meeting the code of practice for green care. It continues to be a City and Guilds approved Centre and has once again renewed its OFSTED registration for the delivery of holiday schemes for young people with disabilities.

FEEDBACK AND MONITORING

Each year we like to include some comments and feedback that we have received during the year as well as some facts and figures for the work we have delivered as an affirmation of how we are doing.

"We want to thank all the staff who have been part of our son's journey. Thank you for making him welcome, for making him feel safe. It's been so long since he has felt that. Because of every single one of you, he has come so far. He has grown so much and has built so much confidence in himself. You are all amazing.

The jobs you do are life changing for so many children. Thank you for allowing our son to be himself."

Parents of a Rural Studies student.

*****

"I am writing to express my heartfelt gratitude for the exceptional experience provided during Saturday and Sunday's expedition training. Your team's meticulous planning and dedication to ensuring a safe and memorable adventure were truly outstanding.

The training exceeded all our expectations, and I have no doubt that the students gained an invaluable experience and insight they will cherish for years to come. Your commitment to providing a top notch experience did not go unnoticed and is deeply appreciated.

Thank you to you and the Lambourne End team for the hard work and dedication. We are looking forward to October when the students will embrace the great outdoors and use the skills they have learnt to navigate independently."

St Anne's Catholic High School

*****

"We had an absolutely brilliant day with you! Every single member of staff and volunteer made us feel important and our four year old daughter loved every minute of the activities she chose! Thank you to each and every one of you. We cannot wait until your next Open Day!"

J

*****

"What was so incredible was your staff – I believe every single child came away from the trip having done something they may have been scared of previously.

There were many times when some of our children were nervous, and your team were patient and understanding and managed to help the children conquer their fears, which was incredible to see.

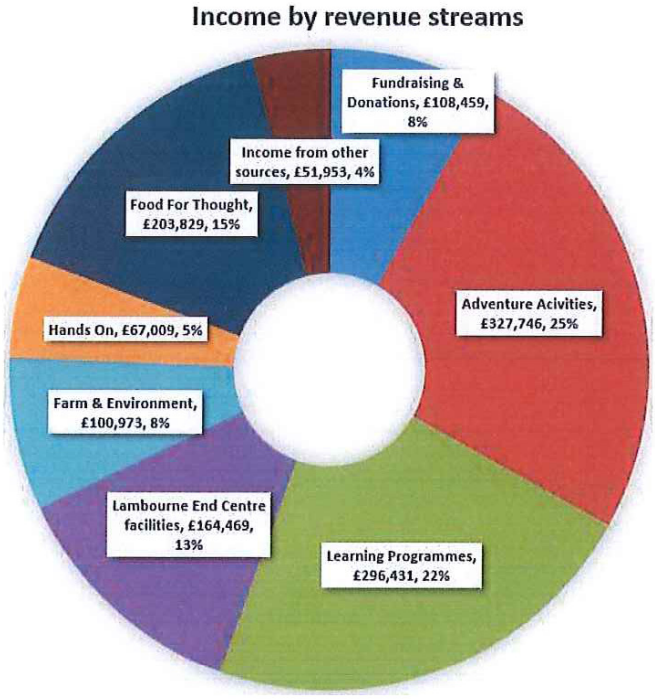
I'm sure our children will carry the happy memories of their first residential for many years to come, and that is thanks to the inclusive, welcoming team spirit you have created at Lambourne End."

Roding Primary School

*****

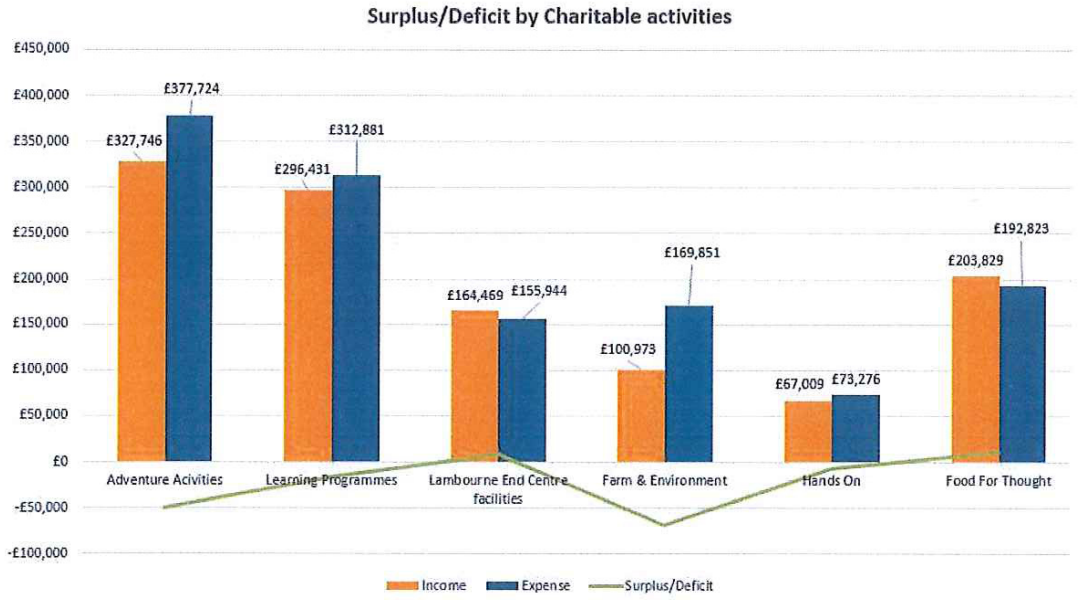
Income by Revenue Streams

Currently, 8% of our total income is obtained from fundraising and donations, 4% from other sources, meaning that over 88% of our income is generated from our educational programmes utilised by councils, schools, groups and individuals.

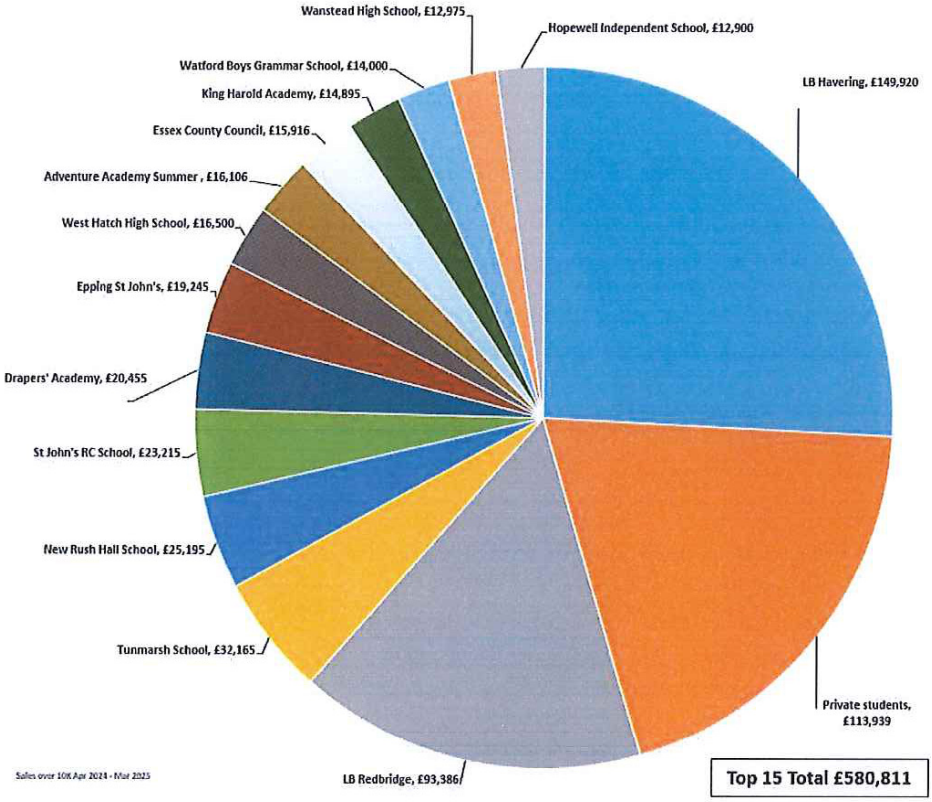


Surplus / Deficit by Charitable Activities

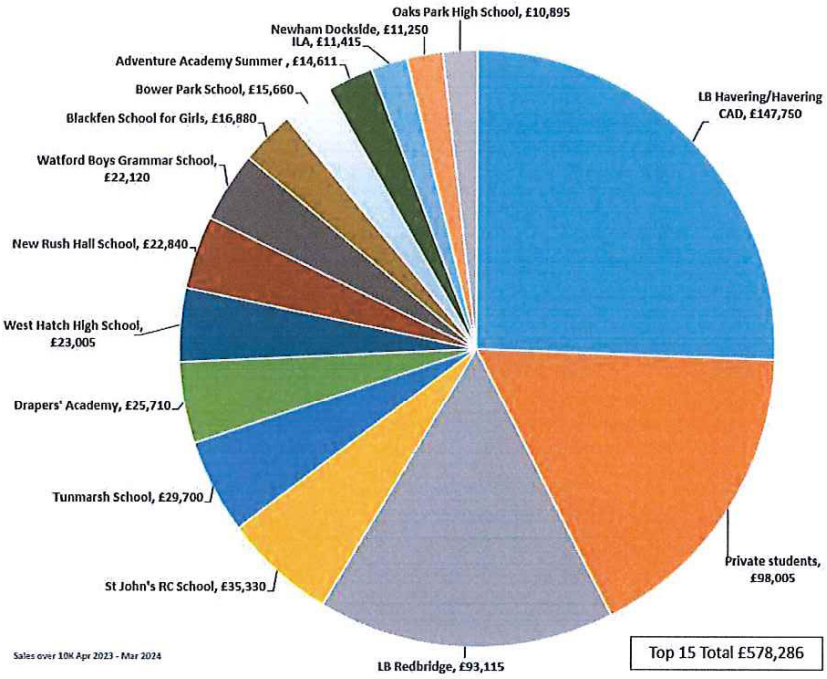
Overheads are allocated based on employees in each class, the farm does not cross charge Food for Thought, Hands On and Learning Programmes for the use of the Farm facilities. Overall, in 2025 charitable activities made a deficit of £(122,042), (2024: £(60,382))



Top 15 Sales Over £10,000 2024/25



Top 15 Sales Over £10,000 2023/24



DEVELOPMENT GOALS

Progress on Development goals for 2024-25

Site and facilities

- Complete the work Pine Classroom
  - *Completed and occupied with positive user feedback.*
- We will work to replace a number of sections of our external and internal fencing, starting with the low ropes and team building areas.
  - *Completed low ropes fencing, other internal and external sections with support from Corporate Social Responsibility team visits (remains and on going project).*
- We aim to refurbish and improve Hornbeam, Willow and Green Hut facilities.
  - *Hornbeam conversion to gender neutral facilities with decking and outside washing facilities is 60% complete. The Green hut has been fully insulated and repainted. Work on Willow has been deferred until specific funding is obtained.*
- We will upgrade the IT server.
  - *Completed.*
- We will acquire a ULEZ compliant minibus using the Lottery grant.
  - *Minibus acquired and operational.*
- We aim to replace the windows in the warden's house.
  - *Deferred.*
- Complete construction of our dedicated Axe throwing areas and the carry our significant maintenance of the ropes course following the loss of significant trees.
  - *Both sets of work were completed.*

Type of work - Programmes

- To increase the capacity of some of our regular learning programmes and ensure that we can meet the demand as far as possible for places on these programmes and for other enrichment programmes.
  - *Funded by Ernest Cook, introduced a Nest school pilot project with Drapers Academy to develop a programmed dedicated to improving health and wellbeing. Received violence and vulnerability funding to run a BRAVE pathways programme in 25/26. Revamped our Common Ground programme to ensure it remains relevant to local need, ready to go live in 25/26.*
- To continue to develop how we monitor and evaluate our work to ensure we are able to provide high quality progress reports to referral organisations and to enable us to measure our effectiveness.
  - *We produced a number of resources including case studies of personal stories and a number of short films that evidence the value and impact of our work.*
- To increase opportunities that do not impact on our maximized capacity, such as increasing Corporate Volunteering Days, adventure academy and other out of peak hour activities.
  - *We worked with 3 companies attending 5 Corporate Social Responsibility days and we have begun developing relationships with others.*

Partnerships, Community and Profile

- To share our case for support more widely to generate funding and partnerships that will help to increase our capacity
  - *We launched our case for support at the House of Lords and ran a number of follow up events at the centre and continue to share our story as widely as possible.*
-

Development goals for 2025-26

Site and facilities

- We will work to replace a number of sections of our external fencing and lighting to increase site security, along with internal fencing.
- We will be replacing the windows in the warden's house.
- We are modifying the Pig pens to reduce the risk of injury to them and staff, along with installing auto-troughs to help lessen water wastage.
- We will upgrade the IT systems to ensure they can use Windows 11.
- We are upgrading and repairing our paths with funding received.
- We aim to complete the work on Hornbeam toilet/shower block, this may require funding.

- We also aim to carry out work on the instructor's offices, upgrade doors and add new facilities for storing the mowers.
- If funding is received then we will acquire ULEZ compliant minibuses, improve staff parking, upgrade the trim trail and replace bunk beds.
- We will continue to seek funds and planning permission for our Solar PV installation.

Type of work – Programmes

- To increase the capacity of some of our regular learning programmes and ensure that we can meet the demand as far as possible for places on these programmes and for other enrichment programmes.
- To continue to develop how we monitor and evaluate our work to ensure we are able to provide high quality progress reports to referral organisations and to enable us to measure our effectiveness.
- To market and publicise Corporate Volunteering Days, adventure academy and other out of peak hour activities.

Partnerships, Community and Profile

- To share our case for support more widely to generate funding and partnerships that will help to increase our capacity.
- To launch our updated website and target our use of social media to improve our on-line presence.

FUNDRAISING

- To maximise the return on investment of the House Of Lords project by following up on leads generated.
- To continue to reinforce our fundraising approach by implementing our updated strategy and to trial the use of external fundraiser for specific pieces of work.

The Trustees appreciate the role that fundraising plays in our success and thank the staff and numerous volunteers who raise money for us through a variety of means as well as supporting us on the Fun Days when we open the Centre to the public. We are very grateful to the main benefactors who have contributed funds to support the work of the Centre:

- Charles S French
- DWF Foundation
- Ernest Cook Trust
- Essex Community Foundation
- Essex County Council
- Essex Police and Fire Service
- Essex Youth Trust
- Geroge W Herbert
- Hiscox Foundation
- Jack Petchey Foundation
- London Farmers Garden Association
- Skipton Building Society

Commissioned by:
London Borough of Havering
London Borough of Redbridge

Fundraising policy

- We are committed to ensuring that we are completely open about our fundraising and spending and follow the Code of Fundraising Practice.
- We undertake fundraising activities to our supporters via formal applications, direct mail and direct contact at events, which is managed by the Centre's Fundraising Coordinator.
- We do not use any third parties to assist with raising funds and have had no complaints during this financial year (2024: none).
- We did not receive any complaints with regards to our fundraising activity in the year (2024: none).

FINANCIAL REVIEW

Financial year 1st April 2024 to 31st March 2025 is referred to as "2025" and financial year 1st April 2023 to 31st March 2024 is referred to as "2024".

The total income was £1,320,869 (2024 £1,261,526). Expenditure rose to £1,395,699 (2024: £1,247,109). The CEO continues to oversee careful controls of all expenditure and wise stewardship of the funds often generously raised and given. This trading performance resulted in a Deficit of £74,830 (2024: Surplus £14,417) in general funds. Our cash position (including Investments) is still healthy but decreased by £138,818 against 2024. This is partly due to us being able to fund some of the refurbishments from previously generated funds, rather than through fundraising support; expenditure levels rose as predicted, due to a full year of new staffing structures, salary uplifts and inflationary pressures. The charity did not receive any legacy donations in 2025. The centre is still running close to capacity and the teams are working closely with clients to achieve appropriate inflation increases.

The Board expects that the Company will make a deficit for financial year 2026 due mainly to the additional costs of Employers National Insurance contributions and Minimum Wage increases, this deficit is budgeted to be around £100,000. The Board then expects surpluses or breakeven for the coming financial years.

The trustees consider the charity to be in a healthy position financially.

RESERVES

The Company's reserves policy is aimed at building reserves to a level of six months' expenditure, necessitated largely by the peaks and troughs in revenue income, although we do not experience these fluctuations as a result of careful product and service portfolio management.

Total funds at 31st March 2025 were £ 1,220,460 (2024: £1,295,290) of which £621,822 is held in Fixed Assets (2024: £578,625). Of the remaining £598,638, £98,367 is related to Restricted Funds (2024: £79,574), therefore leaving £500,271 as available funds (2024: 637,090), of which £270,000 has been designated as reserves for operational contingencies.

The monthly running costs total approximately £108,000 per month, our target is to keep a minimum of $3^1/_2$ months running costs available in instant access accounts,, namely £378,000.

The Board understands we need a keen pricing policy that represents great value for money whilst also acknowledging our reputation and quality provision, to support this price lists for two calendar years are agreed and issued before the next financial year begins.

The CEO is charged to ensure that the full cost of delivering the service is recovered. Future new projects should further spread the support costs, in turn reducing the unit cost of all programmes and hopefully will provide additional income streams.

RISK ASSESSMENT

The risk review has been updated and the Board is satisfied that undesirable risks associated with running an adventure centre and farm are managed appropriately. The comprehensive business risk review currently identifies 63 separate risk and categorizes them by:

- Environment
- Financial
- Health and Safety – The risk of a significant accident on-site; this is mitigated by having all activities on site risk assessed with operational procedures for each, including extensive staff training and observations. All processes are checked externally as part of the Charities accreditation with BAPA, Adventure Mark, Learning Outside the Classroom and the Code of Practice for Green Care.

- Operational – In trying to meet the increased demand there is a risk of overstretching the capacity of the centre, which could result in a decline in quality of delivery and loss of reputation. This risk is mitigated with clear strategic objectives to prevent this happening.
- Personnel - Currently the board considers this the most significant risks to business are retaining key personnel and recruiting staff. The board agreed to a 4.4% salary increase for staff not on minimum wage for the 2025 financial.
- Physical Disaster
- Regulation
- Strategic

Rating them on a scale of intolerable, undesirable, tolerable. All risks are owned by the Board and key management personnel predominantly the CEO. All risks have actions identified to be taken or completed and the risk review is presented to the Board annually using a RAG rating system. This allows for monitoring of outstanding actions.

KEY MANAGEMENT AND GOVERNANCE ROLES

The Board remains proactive in planning for resourcing key roles in the charity. These are deemed to be CEO, Programmes Manager, Site and Facilities Manager, Finance Manager and the Fundraising and Marketing Coordinator. Pay and remuneration for all roles is benchmarked against the sector and the Human Resources Sub Committee reviews this annually and makes recommendations to the Board for approval.
The Board has conducted a succession planning exercise for these key roles which will be implemented over the coming year(s). In addition, the role of Chair of Trustees is becoming vacant with the retirement of Tim Richardson, longstanding Chair. The Board will embark on a thorough and rigorous process to recruit a new Chair to take the charity forwards from this solid base.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Company law requires the trustees to prepare financial statements for each financial year 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 these financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP FRS 102 (2019);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 that disclose with reasonable accuracy at any time of the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- 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 auditor is aware of that information.

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

Approved by the Trustees on 25/09/2025 and signed on their behalf by:

T A Richardson (Chair):

A C Green (Treasurer):

Independent Auditor's Report to the Members of Lambourne End Limited

Opinion

We have audited the financial statements of Lambourne End Limited (the 'charitable company') for the year ended 31st March 2025 which comprise the Statement of Financial Activities (including income & expenditure account), the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including 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 31st 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 auditor 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 other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

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 (incorporating the directors' report) 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 directors' report included within 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 directors' 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 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 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- enquired with management about any known or suspected instance of non-compliance with laws and regulations, accidents in the workplace and fraud;

- reviewed financial statement disclosures and agreed through to supporting documentation to assess compliance with applicable laws and regulations;
- audited the risk of override of controls, including through testing journals entries and other adjustments for appropriateness and evaluating the business rationale of significant transactions outside the normal course of business; and
- reviewed and challenged key accounting policies and estimates made by management.

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

A further description of our responsibilities is available on the FRC's website at: https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for. 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.

David Belbin BSc FCA DChA (Senior Statutory Auditor)
For and on behalf of Clemence Hoar Cummings
Chartered Accountants and Statutory Auditor
Riverside House
1-5 Como Street
Romford
Essex
RM7 7DN

Date: 25 September 2025

LAMBOURNE END LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (incorporating the Income and Expenditure account)

FOR THE YEAR ENDED 31st MARCH 2025

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
INCOME:					
Donations & Legacies	2	6,011	-	6,011	*28,707*
Charitable activities:	3				
Adventure Acivities		327,746	49,143	376,889	*360,550*
Learning Programmes		296,431	48,605	345,036	*269,322*
Lambourne End Centre facilities		164,469	940	165,409	*168,993*
Farm & Environment		100,973	940	101,913	*91,123*
Hands On		67,009	705	67,714	*75,100*
Food For Thought		203,829	2,115	205,944	*224,249*
Sub total for Charitable activities		1,160,457	102,448	1,262,905	*1,189,337*
Income Generated from Fundraising Activities	4	14,362	-	14,362	*13,764*
Investment income	5	23,662	-	23,662	*15,167*
Other income	6	13,929	-	13,929	*14,551*
TOTAL INCOME		1,218,421	102,448	1,320,869	1,261,526
EXPENDITURE:					
Raising funds:					
Costs of generating voluntary income		56,809	-	56,809	*55,706*
Charitable activities:					
Adventure Acivities		377,724	46,985	424,709	*337,359*
Learning Programmes		312,881	8,790	321,671	*250,290*
Lambourne End Centre facilities		155,944	67	156,011	*155,423*
Farm & Environment		169,851	346	170,197	*169,862*
Hands On		73,276	51	73,327	*68,437*
Food For Thought		192,823	152	192,975	*210,032*
Sub total for Charitable activities		1,282,499	56,391	1,338,890	*1,191,403*
TOTAL EXPENDITURE	**10**	1,339,308	56,391	1,395,699	1,247,109
Net incoming resources before transfers	7	(120,887)	46,057	(74,830)	*14,417*
Transfers between funds		27,265	(27,265)	-	-
Net movement in funds		(93,622)	18,792	(74,830)	14,417
Funds brought forward		1,215,716	79,574	1,295,290	*1,280,873*
FUNDS AT 31st MARCH 2025	**16**	1,122,094	98,366	1,220,460	1,295,290

All amounts relate to continuing operations. There were no other recognised gains or losses in the period.
The notes on pages 20-31 form part of these accounts.

LAMBOURNE END LIMITED **Company Number: 05057695**

BALANCE SHEET

AT 31st MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
FIXED ASSETS					
Tangible assets	1.k & 11		621,822		*578,625*
CURRENT ASSETS					
Stock	1.l	36,115		*34,829*	
Debtors	13	139,158		*112,693*	
Investments in short term deposits	14	255,000		*355,000*	
Cash at bank and in hand	1.n	352,533		*391,351*	
		782,806		*893,873*	
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	15	(184,168)		*(177,208)*	
NET CURRENT ASSETS			598,638		716,665
NET ASSETS	17		1,220,460		1,295,290
FUNDS					
Unrestricted funds:					
General funds	1.d		230,271		*367,091*
Designated funds					
Operational contingency	1.d	170,000		*170,000*	
Repairs & maintenance contingency	1.d	100,000		*100,000*	
Tangible assets	1.k & 11	621,822		*578,625*	
Designated funds			891,822		*848,625*
Unrestricted funds:	16		1,122,093		*1,215,716*
Restricted funds:	16		98,367		*79,574*
TOTAL CHARITY FUNDS	16		1,220,460		1,295,290

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

The financial statements were approved and authorised for issue by the trustees on: 25/09/2025 and signed on their behalf by:

T K Richardson

.....
Timothy Richardson

A C Green
.....
Andrew Green

The notes on pages 20-31 form part of these accounts

LAMBOURNE END LIMITED
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31st MARCH 2025

	2025 £	*2024 £*
Cash flows from operating activities	65,294	*(283,791)*
Cash flows from investing activities		
Interest income	23,260	*3,701*
Purchase of tangible fixed assets	(127,372)	*(140,586)*
Cash (used in) investing activities	(104,112)	*(136,885)*
Increase (Decrease) in cash and cash equivalents in the year	(38,818)	*(420,676)*
Cash and cash equivalents at the beginning of the year	391,351	*812,027*
Cash and cash equivalents at the end of the year	**352,533**	***391,351***

NOTES TO THE CASH FLOW STATEMENT	**2025 £**	***2024 £***
Reconciliation of Net Income to Net Cash Flow from Operating Activities		
Net income for the reporting period	(74,830)	*14,417*
Decrease / (Increase) in debtors	(26,466)	*(11,584)*
Increase / (Decrease) in creditors	6,960	*9,784*
Interest received	(23,260)	*(3,701)*
Add back Depreciation charge	84,176	*66,806*
Short-term investments	100,000	*(355,000)*
Decrease/ (Increase) in Stock	(1,286)	*(4,513)*
Net cash (used in)/provided by Investing Activities	65,294	*(283,791)*
Analysis of Cash and Cash Equivalents		
Cash at bank and in hand	352,533	*391,351*
Analysis of Net Debt:		
Cash at bank and in hand as at 1 April 2024	391,351	*812,027*
Cash flows	(38,818)	*(420,676)*
Cash at bank and in hand as at 31 March 2025	**352,533**	***391,351***

The notes to the accounts are shown on pages 20-31 and form part of these financial statements.

LAMBOURNE END LIMITED

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

1. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

1.a. Basis of preparation

The financial statements for Lambourne End Limited of Lambourne End Centre Manor Road, Lambourne End, Romford, Essex, RM4 1NB, a charitable private company limited by guarantee, incorporated in the United Kingdom. The accounts are presented in Great British Pounds and shown to the nearest one pound. 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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Lambourne End Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

1.b. Going Concern

As stated previously, the surplus for the year results in a closing unrestricted funds balance of £1,122,094 (2024: £1,215,716). Future bookings and commissions suggest that our work will continue at existing rates and budgets and rolling one year cash flow forecasts which have been produced to reflect this. These are reviewed monthly and presented to the Board bi-monthly. Based on the current budget at the time of agreeing these accounts the Centre's cash flow forecast profiled a balance of circa £500,000 as of 1st September 2026, which includes instant access cash £325,000 and term deposits £170,000. Therefore, based on all the evidence available to them, the Board of Trustees believes the charity is a going concern for the foreseeable future.

1.c. Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.
No critical accounting judgements and estimates were considered to have been made in the preparation of the financial statements (2024: none).

1.d. Fund accounting

Unrestricted funds comprise accumulated surpluses and deficits on general funds. They are available for use at the discretion of the trustees in furtherance of the general charitable objectives. Designated funds are amounts that have been set aside at the discretion of the Trustees. Restricted funds comprise monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.
The Company allocated £270,000 from General funds to Designated funds. £170,000 is designated as an operational contingency to provide funds to support the charity should a major economic event occur that has adversely impacted cashflow. Additionally, £100,000 is designated as a repairs & maintenance contingency which can be utilised to support "rebuilding" should an environmental event occur causing significant damage to the site and facilities.

1.e. Income recognition

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

1.f. Donations and gifts

Donations and gifts are included in full in the period in which they are received.

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31st MARCH 2025

1. ACCOUNTING POLICIES (continued)

1.g. Grants
Grants are included in the period in which they are receivable, unless they relate to a specific future period in which case they are deferred.

1.h. Income from charitable activities
Income from charitable activities is recognised as earned as the related services are provided.

1.i. Expenditure
Expenditure is accounted for on an accruals basis and includes irrecoverable VAT which is reported as part of the expenditure to which it relates. Costs of generating funds are those costs incurred to raise voluntary income and costs of trading activities for the purpose of raising funds.
Charitable expenditure relates to costs incurred in delivering the charity's activities and services to its beneficiaries. Governance costs are costs incurred in meeting the constitutional and statutory requirements of the charity.

1.j. Allocation of costs
Staff costs are allocated between direct charitable expenditure and support costs based on the time spent on these activities. Other costs are allocated directly to the relevant heading.

1.k. Tangible assets
Tangible assets are shown at cost.
Provision is made for depreciation on all tangible assets at equal annual rates calculated to write off the cost, less estimated residual value over their useful lives that were estimated to be:

- Computer equipment – 3 years, Sports equipment – 3 years, Vehicles – 5 years, Fixtures & Fittings – 5 years, Site equipment – 5 years, and Farm machinery – 5 years.
- Fixed structures - A new lease was signed with effect from 1st July 2015 for 30 years, therefore fixed structures (e.g. cabin, swimming pool) are depreciated over 20 years or 10 years (depending on their assessed durability e.g. site fencing).

Current Assets:
1.l. Stock
Stock for resale is valued at the lower of cost and net realisable value. Livestock is valued at net realisable value based on estimates by the Farm Manager derived from reputable external sources such as Farmers Weekly.

1.m. Debtors
Short-term debtors are measured at transaction price, less any impairment.

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

Current Liabilities:
1.o. Creditors and provisions
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 due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31st MARCH 2025

1. ACCOUNTING POLICIES (continued)

1.p. Financial Instruments
The Charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognized at transaction value and subsequently at their settlement value. Fixed assets are recorded at depreciated historical cost and all other assets and liabilities are recorded at cost which is their fair value.

1.q. Legal status of the charity
The charity is a private company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. As at 31st March 2025 there were 8 members (2024:7). The charity was incorporated within England and Wales, and the registered address is Lambourne End Centre, Manor Road, Lambourne End, Essex, RM4 1NB.

Employee benefits:

1.r. Short term benefits
Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

1.s. Employee termination benefits
Termination benefits are accounted for on an accrual basis and in line with FRS 102.

1.t. Pension scheme
Currently only four staff are on the defined contribution pension scheme operated by Lambourne End Ltd for their benefit. The assets of the scheme are held independently from those of Lambourne End Ltd in an independently administered fund. Other employees who are eligible under auto-enrolment are on the new scheme which started in 2018-19. The pensions costs charged in the financial statements represent the employer's contributions payable during the year. TPT Retirement Solutions estimated pension debt on withdrawal at 30th September 2024 is £1,689 (at 30th September 2023 is £1,542).

1.u. Operating Leases
Expenditure on operating leases is accounted for on a straight-line basis over the lease duration.

2 DONATIONS & LEGACIES

	2025	2024
	£	£
Unrestricted		
Donations (from individuals inclusive of Gift Aid)	6,011	*28,707*
Legacies	-	-
	6,011	*28,707*

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31st MARCH 2025

3. INCOME FROM CHARITABLE ACTIVITIES

	2025	2024
	£	£
Adventure Activities	376,889	*360,550*
Learning Programmes	345,036	*269,322*
Lambourne End Centre Facilities	165,409	*168,993*
Farm & Environment	101,912	*91,123*
Hands On Programme	67,714	*75,100*
Food For Thought	205,943	*224,249*
	1,262,903	1,189,337

Restricted income from charitable activities in the year amounted to £ 102,448 (2024: £78,410)

4. INCOME GENERATED FROM FUNDRAISING ACTIVITIES

The charity operates a small farm shop which sells a number of souvenir and tuck shop items. The total income amounted to £14,362 (2024: £13,764). These types of income are treated as income from fundraising activities, as the primary purpose of these sales are to generate funds for the charity's wider activities.

5. INVESTMENT INCOME

Investment income relates to earned on cash held in short-term fixed deposit accounts which amounts to £23,662 (2024: £15,167). These deposits are held with UK financial institutions with maturity dates of less than 12 months.

6. OTHER INCOME

Other income for the year amounted to £13,929 (2024: £14,551) and relates entirely to staff accommodation contributions. These amounts were received from employees residing in on-site accommodation and represent contributions toward utility and maintenance costs. The accommodation is provided as part of the charity's operational arrangements, and these contributions are considered other income, not arising from either charitable activities or fundraising. All other income is unrestricted.

7. NET INCOME FOR THE YEAR

	2025	2024
	£	£
This is stated after charging:		
Depreciation	84,176	*66,806*
Auditors' remuneration - Audit fee	10,279	*12,180*

8. EMPLOYEES AND STAFF COSTS

	2025 £	2024 £
Staff costs were as follows:		
Wages and salaries	814,533	*729,448*
Social security costs	58,693	*57,447*
Pension costs	23,433	*21,498*
Other staff costs	6,965	*8,459*
	903,624	*816,852*

No member of staff received remuneration exceeding £60,000 during the period (2024: £nil).
Total employee benefits of the key management personnel of the Trust were £334,553 (2024: £329,796). There were no redundancy or termination payments in the year (2024: £nil). The management team of the charity are considered to be the; CEO, Programmes, Site and Facilities and Finance Managers, Fundraising & Marketing, Adventurous Activities, Farm, Learning Programmes and Food For Thought, Coordinators.

Staff Numbers: (Full-time equivalent)	2025	2024
The weekly average number of employees was:		
Full-time	21	*23*
Part-time, Seasonal & Sessional	11	*7*
	32	*30*

9. TRUSTEES' REMUNERATION AND REIMBURSED EXPENSES

No trustee received remuneration for his or her services during the period (2024: no trustees).
No trustees were reimbursed expenses for travel, accommodation and printing during the period (2024: £295) and no training costs were incurred (2024: £nil).

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31st MARCH 2025

10. ANALYSIS OF TOTAL EXPENDITURE

	Staff costs	Other	Dep'n	Total 2025	*Total 2024*
	£	£	£	£	*£*
Cost of generating funds					
Costs of generating voluntary income	31,004	25,805	-	56,809	*55,706*
Charitable activities:					
Adventure Activities	277,318	116,022	31,369	424,709	*337,359*
Learning Programmes	216,395	96,411	8,865	321,671	*250,290*
Lambourne End Centre facilities	74,582	52,311	29,118	156,011	*155,423*
Farm and the environment	100,351	60,622	9,224	170,197	*174,374*
Hands on	57,792	14,135	1,400	73,327	*68,437*
Food For Thought	146,182	42,594	4,199	192,975	*210,032*
Sub total	872,620	382,095	84,175	1,338,890	*1,195,915*
Total:	**903,624**	**407,900**	**84,175**	**1,395,699**	***1,251,621***

	Direct	Support	Total 2025	*Total 2024*
	£	£	£	*£*
Cost of generating funds				
Costs of generating voluntary income	56,809	-	56,809	*55,706*
Charitable activities:				
Adventure Activities	308,057	116,652	424,709	*337,359*
Learning Programmes	120,181	201,490	321,671	*250,290*
Lambourne End Centre facilities	113,592	42,419	156,011	*155,423*
Farm and the environment	127,779	42,418	170,197	*174,375*
Hands on	41,513	31,814	73,327	*68,437*
Food For Thought	97,533	95,442	192,975	*210,032*
Sub total	808,655	530,235	1,338,890	*1,195,916*
Total:	**865,464**	**530,235**	**1,395,699**	***1,251,622***

Prior year comparative	*Direct*	*Support*	*Total 2024*
	£	*£*	*£*
Cost of generating funds			
Costs of generating voluntary income	*55,706*	-	*55,706*
Charitable activities:			
Adventure Activities	*196,045*	*141,314*	*337,359*
Learning Programmes	*119,846*	*130,444*	*250,290*
Lambourne End Centre facilities	*101,072*	*54,351*	*155,423*
Farm and the environment	*103,718*	*70,657*	*174,375*
Hands on	*30,391*	*38,046*	*68,437*
Food For Thought	*101,329*	*108,703*	*210,032*
Sub total	*652,401*	*543,515*	*1,195,916*
Total:	***708,107***	***543,515***	***1,251,622***

Of the total cost of £1,395,699, £56,391 (2024: £20,094) were attributable to restricted funds and £1,339,308 (2024: £1,227,015) were attributable to unrestricted funds.

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31st MARCH 2025

10. ANALYSIS OF TOTAL EXPENDITURE (continued)

Analysis of Support costs	Total 2025 £	Total 2024 £
Staff costs	282,872	301,754
Light, heat, rates, insurance & water	101,651	99,593
Travel costs	15,728	13,353
Printing, postage, stationery, telephone & computer	22,415	15,256
Professional fees (less Gov [audit costs, etc])	6,384	11,155
Sundry costs	67,575	71,768
Depreciation	23,330	18,456
Governance costs (Audit fees, etc)	10,279	12,180
Total	530,234	543,515

The support costs allocation is based on the number of staff within each charitable activity, these percentages are recalculated annually to reflect the current situation. Resulting in 22% Adventure Activities (2024: 26%), 38% Learning Programmes (2024:24%), 18% Food For Thought projects (2024: 20%), .8% Farm and Environment (2024: 13%), 8% Facilities (2024: 10%) and 6% Hands On (2024: 7%).

11. TANGIBLE FIXED ASSETS

	Motor Vehicles £	Computer Equipment £	Site Equipment £	Sports Equipment £	Facilities Equipment £	Farm Equip & Machinery £	Total £
Cost							
At 1 April 2024	10,500	2,770	120,011	270,722	438,183	52,923	895,109
Disposals	-	(1,112)	(11,575)	-	(1,826)	-	(14,513)
Additions	21,005	5,534	35,586	8,887	56,360	-	127,372
At 31 March 2025	31,505	7,192	144,022	279,609	492,717	52,923	**1,007,968**
Depreciation							
At 1 April 2024	10,500	1,711	48,629	61,489	174,845	19,310	316,484
Disposals	-	(1,112)	(11,575)	-	(1,826)	-	(14,513)
Charge for the year	3,501	1,629	18,200	26,236	27,252	7,358	84,176
At 31 March 2025	14,001	2,228	55,254	87,725	200,271	26,668	**386,147**
Net Book Value							
31 March 2025	**17,504**	**4,964**	**88,768**	**191,884**	**292,446**	**26,255**	**621,821**
31 March 2024	-	1,059	71,382	209,233	263,338	33,613	578,625

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31st MARCH 2025

12. STOCK

	2025	2024
	£	£
Stock for resale	12,714	*8,338*
Livestock	23,401	*26,491*
	36,115	34,829

13. DEBTORS

	2025	2024
	£	£
Accounts receivable	91,373	*92,323*
Accrued income	37,507	*11,842*
Prepayments	10,278	*8,528*
	139,158	*112,693*

14. INVESTMENTS IN SHORT TERM DEPOSITS

Investments in short-term deposits totaling £255,000 (2024: £355,000) are interest-bearing bank deposits with notice terms of between four and twenty-four months.

15. CREDITORS: amounts falling due within one year

	2025	2024
	£	£
Other creditors & accruals	73,386	*91,692*
Fees in advance	72,912	*61,215*
Other Tax & social security costs	16,147	*2,220*
Wellgate	21,723	*22,081*
	184,168	*177,208*

Movement in deferred income is as follows:

	2025	2024
	£	£
Balance at 1st April	61,215	*49,097*
Released to income in the year	(59,560)	*(49,097)*
Income received in the year	71,257	*61,215*
Balance at 31st March	72,912	*61,215*

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31st MARCH 2025

16. FUNDS

	Balance at 31 March 2024 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2025 £
General Funds	**1,215,716**	**1,218,421**	**(1,339,308)**	**27,265**	**1,122,094**
Restricted Funds					
Adventure Activities:					
Activity equipment:					
Essex CC - Equipment / Minibus	386	-	-	(386)	-
Percy Bilton Charity	451	-	-	-	451
Boshier Hilton - Crossbow	1,290	-	-	-	1,290
DWF Foundation - Activity Helmets		1,500	-	(1,500)	-
Charles S French - Equipment Bunk Beds		2,008	-	-	2,008
Essex Youth Trust - Obstacle Course		10,000	-	-	10,000
Skipton BS - Activity Harnesses		1,200	-	(918)	282
Sub Total	2,127	14,708	-	(2,804)	14,031
Ernest Cook - OWLs	51,255	31,850	(46,800)	(4,455)	31,850
Learning Programmes:					
Jack Petchey - Volunteers	4,096	3,700	(3,467)	-	4,329
Jack Petchey - Volunteers		18,000	(2,003)	-	15,997
Hiscox Foundation		3,000	(3,000)	-	-
Essex CC V & V Grant Brave		19,440	-	-	19,440
Sub Total	4,096	44,140	(8,470)	-	39,766
Farm & Environment Improvements:					
- Rotary Club (Leytonstone & Woodford)	91	-	(89)	(2)	-
Sub Total	91	-	(89)	(2)	-
Food For Thought:					
Garden Improvements	2,000	-	(189)	-	1,811
Facilities:					
Minibus Lottery Grant	20,000	-	-	(20,000)	-
Site Improvements:					
Essex CC Paths		10,750	-	-	10,750
Essex Community Fund - House of Lords Marketing		1,000	(843)	-	157
Sub Total	-	11,750	(843)	-	10,907
Small Balances remaining	5	-	-	(4)	1
Total Restricted Funds	**79,574**	**102,448**	**(56,391)**	**(27,265)**	**98,366**
TOTAL (General + Restricted Funds)	**1,295,290**	**1,320,869**	**(1,395,699)**	**-**	**1,220,460**

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31st MARCH 2025

Funds Commentary

General Funds, refer to note "1.d. Fund accounting" for further explanations.:

The main movements in **Restricted funds** were as follows:

Ernest Cook
Funding to run Outdoor Weeks of Learning (OWL's) for 60 young people from disadvantaged backgrounds, who have very little opportunity to access the countryside and connect with nature. OWL's were delivered for 84 young people this year utilising the brought forward and this years allocation.

Essex CC V & V Grant Brave
Funding of £19,440 to run six 12 session health and wellbeing programmes for young people in Epping Forest to be delivered in 25/26.

Essex CC Paths
Funding of £10,750 received to refurbish our main path network, to be completed July 2025.

Essex Youth Trust - Obstacle Course
Funding of £10,000 received to support the build of an obstacle course, to be completed once fully funded.

Jack Petchey
Funding of £18,000 for 80% of the salary cost for a Programmes coordinator.

Minibus
A grant from the national lottery was received for a ULEZ compliant mini bus, the mini-bus was acquired in May 2024.

17. ANALYSIS OF NET ASSETS

	General Fund £	Designated Fund £	Restricted Fund £	Total 2025 £	*Total 2024 £*
Tangible fixed assets	-	621,821	-	**621,821**	*578,625*
Current assets	414,440	270,000	98,366	**782,806**	*893,873*
Current liabilities	(184,168)	-	-	**(184,168)**	*(177,208)*
Net Assets	230,272	891,821	98,366	**1,220,459**	*1,295,290*

18. RELATED PARTY TRANSACTIONS

The charity employs 3 close connections of the CEO (a member of key management) – one in a full-time role (28 hours per week) and the others in seasonal employment. All roles are approved by Trustees and salary rates set by the board in line with other similar positions and without the influence of the CEO. There were no other related party transactions (2024: none).

19. TAXATION

Lambourne End Limited is a registered charity and therefore is not liable to income tax or corporation tax on income or gains derived from its charitable activities, as they fall within the various exemptions available to registered charities.

20. LIABILITY OF MEMBERS

The charity is constituted as a company limited by guarantee and has no share capital.

21. PENSION COMMITMENTS

The charity operates a defined contributions pension scheme. Pension costs for the period have been charged at £23,433 (2024: £17,940), as outlined above. The year-end pension creditor is £4,932 (2024: £nil).

22. COMMITMENTS

The charity classifies its photocopier as an operating lease, and fees payable are accrued on a straight-line basis over the term of the lease. Total future minimum lease payments and charges under non-cancellable operation leases are as follows:

	2025	2024
	£	£
Witin 1 year	3,564	*3,564*
Between 1 and 5 years	1,812	*5,376*
At 31 March	5,376	*8,940*

23. COMPARATIVE ANALYSIS OF NET ASSETS

	General Fund	Designated Fund	Restricted Fund	Total 2024
	£	£	£	£
Tangible fixed assets	-	578,625	-	578,625
Current assets	544,299	270,000	79,574	893,873
Current liabilities	(177,208)	-	-	(177,208)
Net Assets	367,091	848,625	79,574	**1,295,290**

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31st MARCH 2025

24. COMPARATIVE FUNDS

	Balance at 31 March 2023 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2024 £
General Funds	**1,224,118**	**1,183,116**	**(1,227,015)**	**35,497**	**1,215,716**
Restricted Funds					
Adventure Activities:					
Activity equipment:					
- Essex CC - Equipment / Minibus	386	-	-	-	386
- Percy Bilton Charity	451	-	-	-	451
Sub Total	837	-	-	-	837
Ernest Cook - OWLs	32,000	31,760	(12,505)	-	51,255
Boshier Hilton - Crossbow	2,000	-	(710)	-	1,290
Mountain Bikes:					
- Mt Bikes:	-	-	-	(16,200)	(16,200)
- Mt Bikes: Jack Petchey	-	1,500	-	-	1,500
- Mt Bikes:Essex CC	-	8,000	-	-	8,000
- Mt Bikes:Hedley Foundation	-	3,500	-	-	3,500
- Mt Bikes:St Neots Rotary Club	-	200	-	-	200
- Mt Bikes:Tallow Chandlers Fund	-	2,500	-	-	2,500
- Mt Bikes:Will Nieww CT	-	500	-	-	500
Sub Total	-	16,200	-	(16,200)	-
Farm & Environment Improvements:					
Jack Petchey - Volunteers	3,921	3,700	(2,525)	(1,000)	4,096
Rotary Club - Farm project	171	-	(171)	-	-
Bee Keeping / Apiary:					
- Postcode Local Trust	969	-	(969)	-	-
- Rotary Club (Leytonstone & Woodford)	305	-	(214)	-	91
Sub Total	1,274	-	(1,183)	-	91
Pony Equipment	-	1,000	-	(1,000)	-
Food For Thought:					
Garden Improvements	2,000	-	-	-	2,000
Nineveh Trust - Staff Cost Contrib	-	3,000	(3,000)	-	-
Facilities:					
Minibus Lottery Grant	-	20,000	-	-	20,000
Pine Classroom					
- Attkins - Classroom	13,121	-	-	-	13,121
- Bowden & Bradley - Classroom	300	-	-	-	300
- Crowdfunder - Classroom	1,126	250	-	-	1,376
- Ernest Young Trust - Classroon	-	2,500	-	-	2,500
- New Classroom refurb	-	-	-	(17,297)	(17,297)
Sub Total	14,547	2,750	-	(17,297)	-
Small Balances remaining	5	-	-	-	5
Total Restricted Funds	**56,755**	**78,410**	**(20,094)**	**(35,497)**	**79,574**
TOTAL (General + Restricted Funds)	**1,280,873**	**1,261,526**	**(1,247,109)**	**-**	**1,295,290**

LAMBOURNE END LTD

England & Wales - Charity number 1105063

Accounts

LAMBOURNE END LIMITED

"There's a feeling to Lambourne End that is just welcoming and it feels safe here. I was in an environment before where I didn't feel safe at any time; I couldn't go to the shop, I couldn't do anything. But it's just like a breath of fresh air, it's really a complete sanctuary. It's beautiful."

Charity Registration Number: 1105063

Company Number: 05067695

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2024

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Notes to the financial statements	20-31

Trustees/Directors:	Timothy Andrew Richardson (Chair) Andrew Green (appointed as Treasurer 6th October 2023) Marianne Layburn Christopher James Paul Mathias Caroline Rouse Rachel Grimwood Co-Opted: Amanda Ridgwell (Appointed 17th May 2024) Mike Cleary (Appointed 17th May 2024) Resignations: Micah Jethro Gold (Resigned 6th October 2023) Gordon Thomas George (resigned 6th October 2023)
CEO & Company Secretary:	Rob Gayler
Registered office:	Manor Road Lambourne End Essex RM4 1NB
Auditors:	Price Bailey LLP 24 Old Bond Street London W1S 4AP
Bank:	Unity Trust Bank Nine Brindley Place Birmingham B1 2HB
Solicitors:	None appointed at present
Charity information:	Lambourne End Limited is both a company registered in England under Registration No. **05067695** and a registered charity under Registration No. **1105063**.
Governing Deed:	Memorandum and Articles of Association

The Trustees, who are also the Directors for the purposes of company law, present their Annual Report and the audited financial statements for the year ended 31 March 2024 which have been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities and the Companies Act 2006 and FRS 102 (SORP) 2019.

STRUCTURE AND GOVERNANCE

The Company was formed in 2004 originally with four members: Aston-Mansfield, who is the Trustee of the Lady Trower Trust, which owns the site, and three East London YMCAs (City, Forest and Hornsey – now North London YMCA).

The Company is now directed by a Board of Independent Trustees which meets every other month, with the Chief Executive Officer (CEO), Minutes Secretary and other senior staff in attendance, as appropriate. The Board is responsible for ensuring good governance, setting direction, establishing policies and a business strategy and plan, which the Chief Executive Officer is responsible for implementing. Between meetings he draws on the particular expertise of individual trustees, as appropriate. In addition, the Chair meets with the CEO between Board meetings.

The Board, whose members are the Trustees of the charity and Directors of the Company, consists of individuals who are passionate about and committed to the work of the Charity. One Trustee position is available for a nominated person by Aston Mansfield (a founding member organization and representing the Trower Trust). The collective experience of the Board is planned to cover the main functions of the Company (finance, human resources, marketing, etc.) whilst also bringing sector expertise such as health, education and corporate. The Board continues to explore how to bring new faces and expertise into the governance of the charity at what is an important stage of its development and any trustee vacancies are advertised widely. Appointed board members are provided with the Charity Commission roles and responsibilities of a trustee, undertake an induction with the CEO, policies and operational procedures for the governance of the charity and meet DBS and safeguarding requirements.

The Board operates effectively through other working groups/committees – fundraising and marketing; human resources; strategic planning; user forum.

AIMS AND PUBLIC BENEFIT

The company's charitable objects are:

1. To provide or assist in the provision of facilities for people of all ages with the object of improving their conditions of life and in the interests of their spiritual, moral, social, educational and physical welfare and to build the skills and capacities of people and communities.
2. To provide educational opportunities for people of all ages including environmental and conservation matters.
3. To provide or assist in the provision of relief from poverty.
4. To promote, or assist in the promotion of, understanding between Christianity and all faiths.

The Trustees believe that all these objects inherently contribute public benefit. Although fees are charged for services rendered, the Company raises funds that subsidise the true cost of provision, thus enabling more underprivileged children and young people to participate. Corporate client groups engaging in Corporate Social Responsibility represent only a very small percentage of the groups using the Centre and although their employers benefit indirectly, the primary beneficiaries remain the individual, and the Centre, as they complete much needed work to assist its charitable work. The Trustees confirm that they have complied with their duty to have regard to the public benefit guidance published by the Charity Commission and in accordance with section 17 of the Charities Act 2011.

The main aim of activities is to promote personal and social development opportunities for children and young people predominantly from London and Essex in an outdoor setting. This is achieved through the provision of a growing range of challenging outdoor activities and learning programmes, and increasingly through the provision of targeted alternative education services to support local schools and authorities and to provide short break opportunities for people with disabilities or additional needs.

The Centre continues to build a strong reputation for delivering programmes over a longer term with key clients that have a profound impact on the lives of young people, raising their confidence, self-esteem, work skills and motivation.

OVERVIEW

This year has seen the charity continue to build on its strong performance and reputation.

We have seen unprecedented levels of need amongst young people (and adults) for help and support for mental health issues, alongside genuine concern amongst schools for how they can address many of these needs. For a number of years, we have known that most mainstream schools and organisations are often less well equipped to tackle the huge variety of issues that they are facing around anxiety amongst their students, extremes of behaviour, reducing budgets and staff under pressure. We have seen considerable rise in requests for our services as schools and local authorities see the real benefits of holistic learning using the outdoors.

The Centre has been operating near to full capacity for this past year based on our staff levels and our physical infrastructure which means that we are turning away genuine enquiries at levels that we would rather not be.

This past year has seen us welcome a huge variety of groups and individuals by offering impactful programmes and events consistent with levels of previous years. Our success measures around financial performance have seen us deliver a small surplus based on stable levels of turnover. Our income this year was less than the previous year owing to having received a generous legacy in that year. Our costs have increased largely due to our policy of a revision to staff salaries across the whole team following our detailed benchmarking activity. This added around £100k to our cost base but this was budgeted for by the Board and reflects our desire to continually 'up our game' as a charity.

Our measure of success around impact has seen us produce our first detailed "Impact Report' highlighting numbers of individuals and groups benefiting from their experiences at the centre. These two measures of success continue to encourage us that we are doing great work at the Centre.

During the year, the Board took the decision to invest in a significant push to raise our profile and seek to raise large sums that can be used to add to our infrastructure and in so doing, allow us to increase our capacity to meet some of the pent-up demand for our services. This led to a major exercise to build a powerful case for support built around the impact we have on young lives and some of the incredibly inspiring stories that have come out of their experiences with us. This is an ongoing project that the Board is fully supporting, one key milestone being a major fundraising event staged at the House of Lords in April 2024. The Board wants to express its sincere thanks to our friend Lord Bailey of Paddington for convening this event which was well received. The ongoing work now for the Board and the Centre team is to keep the momentum going and follow through on expressions of interest.

At the end of this financial year, the Centre is in a strong financial position. To maintain and grow income, this coming year will see us revisit our pricing model and continue to manage costs prudently. The charity has now achieved levels of reserves that we have aspired to for some time and in line with our objectives. The trustees consider the charity to be in a healthy position with strong foundations and management that will enable future sustainability and growth.

In comparison to 31st March 2023 :

- Annual income decreased from £1,370,365 to £1,261,526
- Expenditure increased from £1,004,972 to £1,247,109
- Reported a surplus of £14,417 compared to £365,393

The Board considers Lambourne End Ltd to be very well positioned to continue to deliver great services and cement its strong brand locally in East London and Essex, and develop a wider reputation.

The Centre's strategy has the following streams:

1. Continue to focus on maintaining and developing programmes that meet the evolving needs of our communities and young people in particular.
2. Proactively push to increase our capacity to be able to meet our demand through promoting our message, evidencing our impact, and investing in improvements to the site and facilities.
3. Seek to attract, develop and retain high calibre people to lead and work at the Centre.

The charity maintains its accreditations for British Activities Providers Association (BAPA), Adventure Mark, Learning Outside the Classroom (LOtC) and meeting the code of practice for green care. It continues to be a City and Guilds

approved Centre and has once again renewed its OFSTED registration for the delivery of holiday schemes for young people with disabilities.

FEEDBACK AND MONITORING

Each year we like to include some comments and feedback that we have received during the year as well as some facts and figures for the work we have delivered as an affirmation of how we are doing.

*****

"Dear Lambourne End staff,

Just WOW!

Staff and pupils had the most amazing day yesterday. Not enough words to describe the fabulousness of your staff, facilities and surroundings.

Our students have come away with memories for a lifetime – just so special. It's been a tough few months for them following the death of Daniel Anjorin, and to see them all so happy yesterday was heartwarming.

We will definitely look to continue our visits to you but in the meantime if you need any support or a workforce to help with anything then please just ask. Happy to send groups of students and staff to help with maintenance around the grounds or fundraise for site improvements etc.

Kind regards,

Jo Fryer-Green

Head of L4th (Year 9)

Bancrofts School"

*****

The best thing about the Family Fun Day was…. "Allowing my children to enjoy multiple different experiences with us in an environment where people make no judgements and where no type of behaviour is viewed as unacceptable or abnormal! I am taken aback with the attentiveness, kindness and helpfulness of every single member of staff on this day out! In future I won't be anxious about bringing my children here; the kindness and love has been overwhelming. Thank you."

*****

"Good morning,

We wanted to send an email to extend our thanks to your fantastic team after our stay with you last week.

All the children (and staff) had a brilliant experience at Lambourne End!

Everything was so well organized and all the activities were engaging and enjoyable for all our learners.

But what was so incredible was your staff – I believe every single child came away from the trip having done something they may have been scared of previously. There were many times when some of our children were nervous; your team were patient and understanding and managed to help the children conquer their fears – which was incredible to see.

I'm sure our Roding children will carry the happy memories of their first residential for many years to come and that is thanks to the inclusive, welcoming team spirit you have created at Lambourne End.

Please pass this message onto the team; their hard work did not go unnoticed – there are too many people to mention….

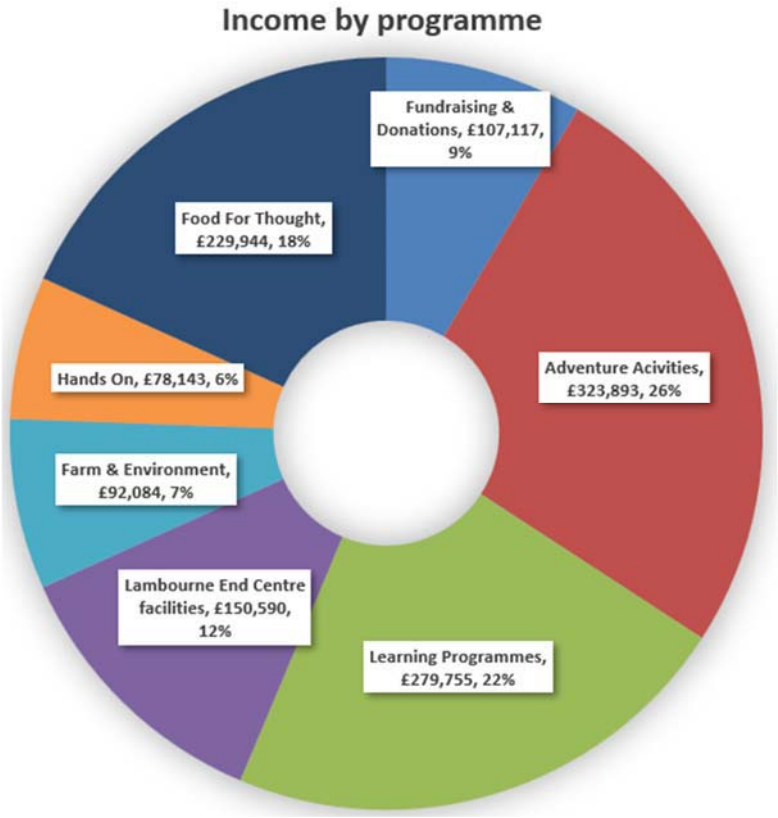
…but a special shout out to Dave, David and Ian who so many of the children talked about after completing activities and who the children became so fond of in a short space of time!

See you next year,

Teachers at Roding Primary"

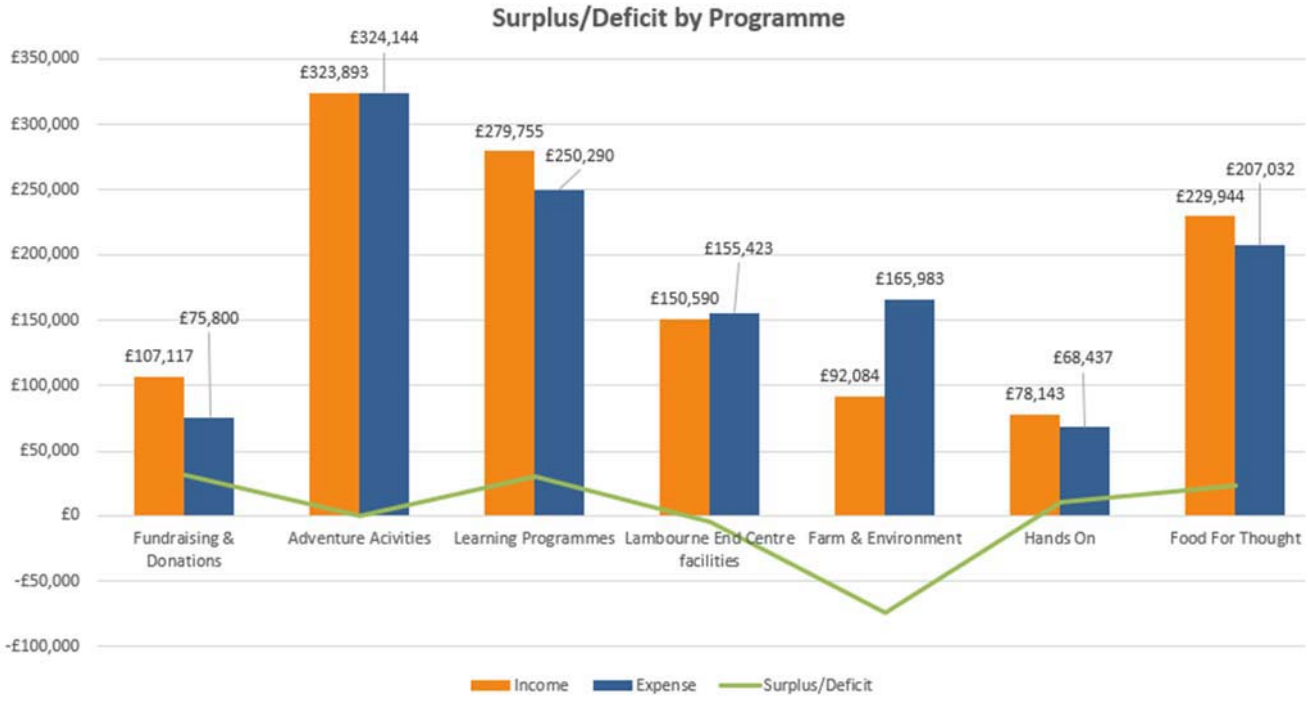
Income by Programme

Currently, under 10% of our total income is obtained from fundraising and donations, meaning that over 90% of our income is generated from our educational programmes utilised by councils, schools, groups and individuals.

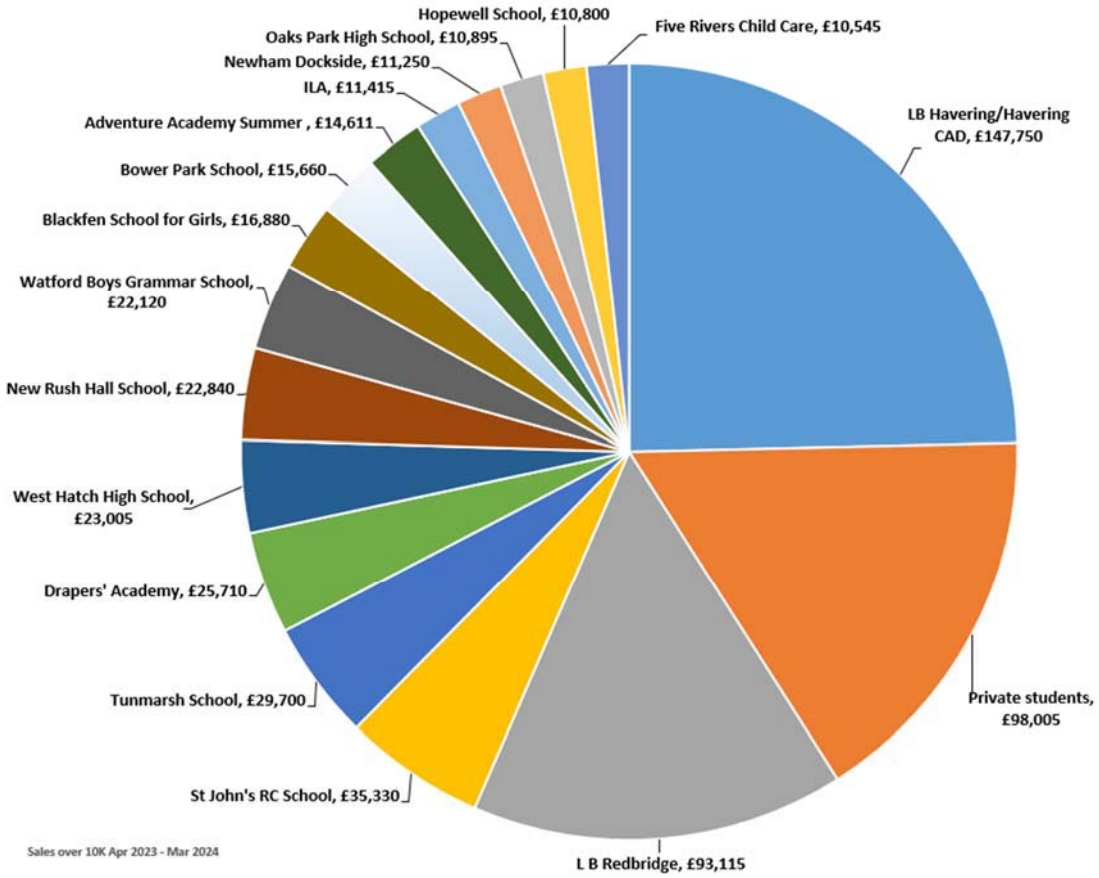


Surplus / Deficit by Programme

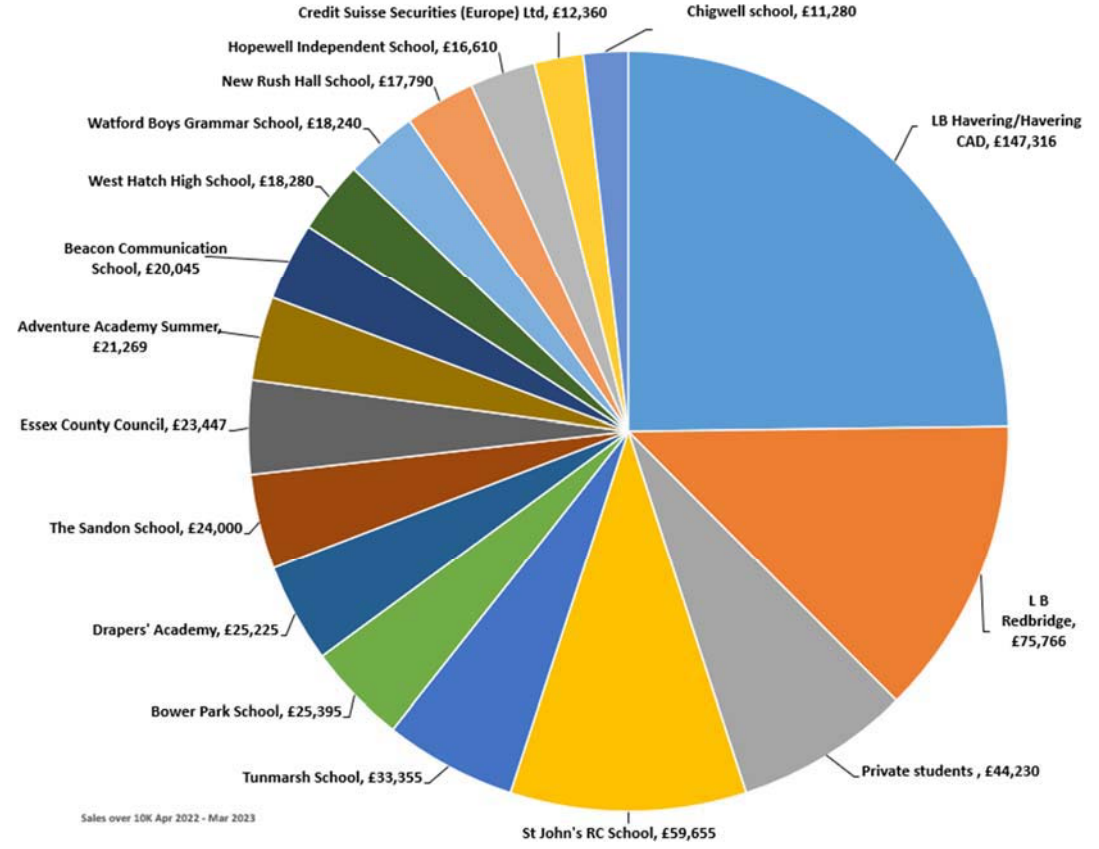
Overheads are allocated based on employees in each class, the farm does not cross charge Food for Thought, Hands On and Learning Programmes for the use of the Farm facilities. Overall, in 2024 we made a surplus of £14,417.



Sales Over £10,000 2023/24



Sales Over £10,000 2022/23



DEVELOPMENT GOALS

Progress on Development goals for 2023-24

Site and facilities

- The key priority for this year is to complete the work on the glamping building.
  - *The Glamping Building, now named "Pine Classroom" was 90% completed at the end of March, the project was hampered by the wet weather experienced this winter/spring and supply chain problems with the kitchen. Pine was ready for use in early June 2024.*
- We aim to complete the outstanding landscaping work around the swimming pool and the maintenance of the residential block roof.
  - *The landscaping around the Swimming pool was completed and the pool fully operational. The roof on the residential block was refurbished and improved.*
- We will work to replace a number of sections of our external and internal fencing, starting with the areas in most need including the main gate area.
  - *A new sliding entrance gate was fitted, and many external and internal fences were replaced securing livestock and wildlife*.
- We aim to re-site the old shop to an area on site where it can be used as a small tea hut and replace it with a container for office storage.
  - *Refurbishing the old shop and creating a small tea hut was deferred and incorporated into longer term visions for the site*.
- We hope to be able to re-furbish the Hornbeam toilet block.
  - *Refurbishment of the Hornbeam toilet block was also deferred*
- *Additionally, the staff bungalow was refurbished allowing an additional two staff to stay on site; additionally new doors were fitted to the training room and barn*.

Type of work – Programmes

- We review some of our key programmes such as Transition and Common Ground to ensure they are running effectively and fully meeting the changing needs of the young people being referred.
  - *The Transition programme was reviewed and a new weekly theme introduced; additionally, the referral process with the local authority has been review and tightened. The Common ground programme is now working towards a paid referral system. In response to identified need we have reintroduced our Focus programme to cater for KS3 students struggling in mainstream full time.*
- To increase the capacity of some of our regular learning programmes and ensure that we can meet the demand as far as possible for places on these programmes and for other enrichment programmes.
  - *Increasing the numbers on our regular programmes has been a challenge as we are at capacity for places due to facilities and staffing.*
- To continue to develop how we monitor and evaluate our work to ensure we are able to provide high quality progress reports to referral organisations and to enable us to measure our effectiveness.
  - *Worked on information gathering, collation and analysis to enable us to improve the information in the second Impact Report*
  - *We have continued to work with Ernest Cook OWL's Partnership to improve monitoring and evaluation and the presentation of the data*

Partnerships, Community and Profile

- A key aim for this year is to develop our messaging and a case for support, which will include improving our impact assessment and building on existing monitoring and evaluation work being undertaken as part of the Ernest Cook OWL's Partnership
  - *Much work was performed developing our case for support, this included training, producing materials and visual aids to promote the centre.*
  - *Following on from a breakfast briefing in April 2023 we were offered the opportunity to present our case for support at the House of Lords on 17th April 2024. This was run as a project and was successful in generating contacts, which are being followed up during 2024/25.*

Development goals for 2024/25

Site and facilities

- Complete the work Pine Classroom
- We will work to replace a number of sections of our external and internal fencing, starting with the low ropes and team building areas.
- We aim to refurbish and improve Hornbeam, Willow and Green Hut facilities.
- We will upgrade the IT server.
- We will acquire a ULEZ compliant minibus using the Lottery grant.
- We aim to replace the windows in the warden's house
- Complete construction of our dedicated Axe throwing areas and the carry our significant maintenance of the ropes course following the loss of significant trees.

Type of work - Programmes

- To increase the capacity of some of our regular learning programmes and ensure that we can meet the demand as far as possible for places on these programmes and for other enrichment programmes.
- To continue to develop how we monitor and evaluate our work to ensure we are able to provide high quality progress reports to referral organisations and to enable us to measure our effectiveness.
- To increase opportunities that do not impact on our maximized capacity, such as increasing Corporate Volunteering Days, adventure academy and other out of peak hour activities.

Partnerships, Community and Profile

- To share our case for support more widely to generate funding and partnerships that will help to increase our capacity.

FUNDRAISING

- To maximise the return on investment of the House Of Lords project by following up on leads generated.
- To continue to reinforce our normal fundraising approach e.g. grant applications

The Trustees appreciate the role that fundraising plays in our success and thank the staff and numerous volunteers who raise money for us through a variety of means as well as supporting us on the Fun Days when we open the Centre to the public. We are very grateful to the main benefactors who have contributed funds to support the work of the Centre:

- Hedley Foundation
- Linklaters Law Firm
- Essex Youth Trust
- Norton Rose Fulbright Foundation
- Bruce Wake Trust
- Fowler, Smith and Jones Charitable Trust
- Arthur J Gallagher Community Fund
- Tallow Chandlers' Benevolent Fund
- Essex County Council's Cycle Grant
- Giant Bicycles
- Progress Foundation
- Nineveh Charitable Trust
- National Lottery
- Jack Petchey Foundation
- Ernest Cook Trust
- Will Nieww Charitable Trust
- George Dudley Herbert Trust

Commissioned by:
London Borough of Havering
London Borough of Redbridge

Fundraising policy

- We are committed to ensuring that we are completely open about our fundraising and spending and follow the Code of Fundraising Practice.
- We undertake fundraising activities to our supporters via formal applications, direct mail and direct contact at events, which is managed by the Centre's Fundraising Coordinator.
- We do not use any third parties to assist with raising funds and have had no complaints during this financial year (2023: none).
- We did not receive any complaints with regards to our fundraising activity in the year (2023: none).

FINANCIAL REVIEW

Financial year 1st April 2023 to 31st March 2024 is referred to as "2024" and financial year 1st April 2022 to 31st March 2023 is referred to as "2023".

The total income was £1,261,526 (2023 £1,370,365). Expenditure rose to £1,247,109 (2023: £1,004,972). The CEO continues to oversee careful controls of all expenditure and wise stewardship of the funds often generously raised and given. This trading performance resulted in a surplus of £14,417 (2023: Surplus £365,393) in general funds. Our cash position is healthy. Again, we have been able to fund some refurbishments from our own funds rather than through fundraising support. The charity did not receive any legacy donations in 2024. Expenditure levels rose as predicted, due to a full year of new staffing structures and salary uplifts and inflationary pressures. The centre is running at capacity and the teams are working closely with clients to achieve appropriate inflationary increases. Much of the work planned to improve the site and facilities will require investment from our generated surplus. As explained earlier the Board is running a separate project to increase capacity. The Board expects that the Company will make small surpluses or breakeven for the coming financial years.

The trustees consider the charity to be in a healthy position financially.

RESERVES

The Company's reserves policy is aimed at building reserves to a level of six months expenditure, necessitated largely by the peaks and troughs in revenue income, although we do not experience these fluctuations as a result of careful product and service portfolio management. Total funds at 31 March 2024 were £1,295,290 (2023: £1,280,873) of which £79,574 is related to restricted funds (2023: £56,755).

The monthly running costs total approximately £100,000 per month and it has been agreed to keep a minimum of $3^1/_2$ months running costs available in instant access accounts, £350,000.

The Board is well aware that we need a keen pricing policy that represents great value for money whilst also acknowledging our reputation and quality provision.

The CEO is charged to ensure that the full cost of delivering the service is recovered. Future new projects should further spread the support costs, in turn reducing the unit cost of all programmes and hopefully will provide additional income streams.

RISK ASSESSMENT

The risk review has been updated and the Board is satisfied that undesirable risks associated with running an adventure centre and farm are managed appropriately. The comprehensive business risk review currently identifies 63 separate risk and categorizes them by:

- Environment
- Financial
- Health and Safety – The risk of a significant accident on-site; this is mitigated by having all activities on site risk assessed with operational procedures for each, including extensive staff training and observations. All processes are checked externally as part of the Charities accreditation with BAPA, Adventure Mark, Learning Outside the Classroom and the Code of Practice for Green Care.
- Operational – In trying to meet the increased demand there is a risk of overstretching the capacity of the centre, which could result in a decline in quality of delivery and loss of reputation. This risk is mitigated with clear strategic objectives to prevent this happening.
- Personnel - Currently the board considers this the most significant risks to business are retaining key personnel and recruiting staff. Implemented staff restructure, salary evaluations and salary uplift to aid recruitment and retention.
- Physical Disaster
- Regulation
- Strategic

Rating them on a scale of intolerable, undesirable, tolerable. All risks are owned by the Board and key management personnel predominantly the CEO. All risks have actions identified to be taken or completed and the risk review is presented to the Board annually using a RAG rating system. This allows for monitoring of outstanding actions.

KEY MANAGEMENT ROLES

The Board remains proactive in planning for resourcing key roles in the charity. These are deemed to be CEO, Programmes Manager, Site and Facilities Manager, Finance Manager and the Fundraising and Marketing Co-ordinator, Pay and remuneration for all roles is benchmarked against the sector and the Human Resources Sub Committee reviews this annually and makes recommendations to the Board for approval.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Company law requires the trustees to prepare financial statements for each financial year 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 these financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP FRS 102 (2019);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 that disclose with reasonable accuracy at any time of the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- 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 auditor is aware of that information.

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

Approved by the Trustees 4th October 2024 and signed on their behalf by:

T A Richardson (Chair): 23 Oct 2024

Tim Richardson (Wed, 23rd Oct 2024 17:34:25 BST)

A C Green (Treasurer): 23 Oct 2024

Andrew Green (Wed, 23rd Oct 2024 20:40:53 BST)

Independent Auditor's Report to the Members of Lambourne End Limited

Opinion

We have audited the financial statements of Lambourne End Limited (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities (including income & expenditure account), the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).
In our opinion the financial statements:

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor 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 other information comprises the information included in the trustees' 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.

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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' 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 directors' 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 directors' 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 directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Company and the sector in which it operates and considered the risk of the Company not complying with the applicable laws and regulations including fraud; in particular those that could have a material impact on the financial statements, including financial reporting. In relation to the operations of the Company this included compliance with the Charities Act 2011 and Companies Act 2006.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit, We carried out specific procedures to address the risks identified. These included the following:

- Review of legal fees incurred;
- Reviewing minutes of Trustee Board meetings;
- Agreeing the financial statements disclosures to underlying supporting documentation;
- Enquiring of management including those charged with governance;
- Reviewing key accounting policies and estimates.

We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

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

A further description of our responsibilities is available on the FRC's website at: https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for. 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.

Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)
For and on behalf of
Price Bailey LLP
24 Old Bond Street
London
W1S 4AP

Date: 31 October 2024

LAMBOURNE END LIMITED
STATEMENT OF FINANCIAL ACTIVITIES (incorporating the Income and Expenditure account)
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
INCOME:					
Donations & Legacies	2	28,707	-	28,707	*120,101*
Charitable activities:					
Adventure Acivities	3	323,893	47,960	371,853	*377,828*
Learning Programmes	3	279,755	-	279,755	*309,947*
Lambourne End Centre facilities	3	150,590	22,750	173,340	*145,267*
Farm & Environment	3	92,084	4,700	96,784	*97,649*
Hands On	3	78,143	-	78,143	*108,207*
Food For Thought	3	229,944	3,000	232,944	*211,366*
TOTAL INCOME		1,183,116	78,410	1,261,526	1,370,365
EXPENDITURE:					
Raising funds:					
Donations		55,706	-	55,706	*37,146*
Charitable activities:					
Adventure Acivities		324,144	13,215	337,359	*293,240*
Learning Programmes		250,290	-	250,290	*259,484*
Lambourne End Centre facilities		155,423	-	155,423	*112,905*
Farm & Environment		165,983	3,879	169,862	*100,694*
Hands On		68,437	-	68,437	*60,936*
Food For Thought		207,032	3,000	210,032	*140,567*
TOTAL EXPENDITURE	**7**	1,227,015	20,094	1,247,109	1,004,972
Net incoming resources before transfers	4	(43,899)	58,316	14,417	*365,393*
Transfers between funds		35,497	(35,497)	-	-
Net movement in funds		(8,402)	22,819	14,417	365,393
Funds brought forward		1,224,118	56,755	1,280,873	*915,480*
FUNDS AT 31st MARCH 2024		1,215,716	79,574	1,295,290	1,280,873

All amounts relate to continuing operations. There were no other recognised gains or losses in the period.
The notes on pages 20-31 form part of these accounts.

LAMBOURNE END LIMITED **Company Number: 05057695**
BALANCE SHEET AT 31 MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
FIXED ASSETS					
Tangible assets	1.k & 8		578,625		*504,845*
CURRENT ASSETS					
Stock	1.l	34,829		*30,316*	
Debtors	9	112,693		*101,109*	
Investments in short term deposits	10	355,000		-	
Cash at bank and in hand	1.13	391,351		*812,027*	
		893,873		*943,452*	
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	11	(177,208)		*(167,424)*	
NET CURRENT ASSETS			716,665		*776,028*
NET ASSETS	13		1,295,290		1,280,873
FUNDS					
Unrestricted funds:					
General funds	1.d		367,091		*719,273*
Designated funds					
Operational contingency	1.d	170,000			
Repairs & maintenance contingency	1.d	100,000			
Tangible assets	1.k & 8	578,625		*504,845*	
Designated funds			848,625		*504,845*
Unrestricted funds:			1,215,716		*1,224,118*
Restricted funds:	12		79,574		*56,755*
TOTAL CHARITY FUNDS	12		1,295,290		1,280,873

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

The financial statements were approved and authorised for issue by the trustees on 4th October 2024 and signed on their behalf by:

23 Oct 2024

T A Richardson

Tim Richardson (Wed, 23rd Oct 2024 17:34:25 BST)

T A Richardson (Chair)

23 Oct 2024

Andrew Green (Wed, 23rd Oct 2024 20:40:53 BST)

A C Green (Treasurer)

The notes on pages 20-31 form part of these accounts

LAMBOURNE END LIMITED
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2024

	2024 £	*2023 £*
Cash flows from operating activities	(283,791)	*471,028*
Cash flows from investing activities		
Interest income	3,701	*1,831*
Purchase of tangible fixed assets	(140,586)	*(197,316)*
Cash (used in) investing activities	(136,885)	*(195,485)*
Increase in cash and cash equivalents in the year	(420,676)	*275,543*
Cash and cash equivalents at the beginning of the year	812,027	*536,484*
Cash and cash equivalents at the end of the year	**391,351**	***812,027***

NOTES TO THE CASH FLOW STATEMENT	2024 £	*2023 £*
Reconciliation of Net Income to Net Cash Flow from Operating Activities		
Net income for the reporting period	14,417	*365,393*
Decrease / (Increase) in debtors	(11,584)	*55,964*
Increase / (Decrease) in creditors	9,784	*8,614*
Interest received	(3,701)	*(1,831)*
Add back Depreciation charge	66,806	*51,392*
Gains/ (Losses) on Disposal of tangible fixed assets	-	*1,791*
Transfer to short-term investments	(355,000)	-
Decrease/ (Increase) in Stock	(4,513)	*(10,295)*
Net cash (used in)/provided by Investing Activities	(283,791)	*471,028*
Analysis of Cash and Cash Equivalents		
Cash at bank and in hand	391,351	*812,027*
Analysis of Net Debt:		
Cash at bank and in hand as at 1 April 2023	812,027	*536,484*
Cash flows	(420,676)	*275,543*
Cash at bank and in hand as at 31 March 2024	**391,351**	***812,027***

The notes to the accounts are shown on pages 20-31 and form part of these financial statements.

LAMBOURNE END LIMITED

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

1. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

1.a. Basis of preparation

The financial statements for Lambourne End Limited of Lambourne End Centre Manor Road, Lambourne End, Romford, Essex, RM4 1NB, a charitable private company limited by guarantee, incorporated in the United Kingdom. The accounts are presented in Great British Pounds and shown to the nearest one pound. 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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Lambourne End Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

1.b. Going Concern

As stated previously, the surplus for the year results in a closing unrestricted funds balance of £1,215,716 compared to £1,224,118 for 2023. Future bookings and commissions suggest that our work will continue at existing rates and budgets and rolling one year cash flow forecasts which have been produced to reflect this. These are reviewed monthly and presented to the Board bi-monthly. Based on the current budget at the time of agreeing these accounts the Centre's cash flow forecast profiled a balance of circa £736,000 as of 1st September 2025 (assuming that maturing short term investments are converted to cash). Therefore, based on all the evidence available to them, the Board of Trustees believe the charity is a going concern for the foreseeable future.

1.c. Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.
No critical accounting judgements and estimates were considered to have been made in the preparation of the financial statements (2023: none).

1.d. Fund accounting

Unrestricted funds comprise accumulated surpluses and deficits on general funds. They are available for use at the discretion of the trustees in furtherance of the general charitable objectives. Designated funds are amounts that have been set-aside at the discretion of the Trustees. Restricted funds comprise monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.
The Company allocated £270,000 from General funds to Designated funds. £170,000 is designated as an operational contingency to provide funds to support the charity should a major economic event occur that has adversely impacted cashflow. Additionally, £100,000 is designated as a repairs & maintenance contingency which can be utilised to support "rebuilding" should an environmental event occur causing significant damage to the site and facilities.

1.e. Income recognition

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

1.f. Donations and gifts

Donations and gifts are included in full in the period in which they are received.

LAMBOUR**NE END LIMITED**
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES (continued)

1.g. Grants
Grants are included in the period in which they are receivable, unless they relate to a specific future period in which case they are deferred.

1.h. Income from charitable activities
Income from charitable activities is recognised as earned as the related services are provided.

1.i. Expenditure
Expenditure is accounted for on an accruals basis and includes irrecoverable VAT which is reported as part of the expenditure to which it relates. Costs of generating funds are those costs incurred to raise voluntary income and costs of trading activities for the purpose of raising funds.
Charitable expenditure relates to costs incurred in delivering the charity's activities and services to its beneficiaries. Governance costs are costs incurred in meeting the constitutional and statutory requirements of the charity.

1.j. Allocation of costs
Staff costs are allocated between direct charitable expenditure and support costs based on the time spent on these activities. Other costs are allocated directly to the relevant heading.

1.k. Tangible assets
Tangible assets are shown at cost.
Provision is made for depreciation on all tangible assets at equal annual rates calculated to write off the cost, less estimated residual value over their useful lives that were estimated to be:

- Computer equipment – 3 years, Sports equipment – 3 years, Vehicles – 5 years, Fixtures & Fittings – 5 years, Site equipment – 5 years, and Farm machinery – 5 years.
- Fixed structures - A new lease was signed with effect from 1st July 2015 for 30 years, therefore fixed structures (e.g. cabin, swimming pool) are depreciated over 20 years or 10 years (depending on their assessed durability e.g. site fencing).

Current Assets:
1.l. Stock
Stocks are valued at the lower of cost and net realisable value. Livestock is valued at net realisable value based on estimates by the Farm Manager derived from reputable external sources such as Farmers Weekly.

1.m. Debtors
Short-term debtors are measured at transaction price, less any impairment.

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

Current Liabilities:
1.o. Creditors and provisions
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 due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES (continued)

1.p. Financial Instruments
The Charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognized at transaction value and subsequently at their settlement value. Fixed assets are recorded at depreciated historical cost and all other assets and liabilities are recorded at cost which is their fair value.

1.q. Legal status of the charity
The charity is a private company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. As at 31 March 2024 there were 7 members (2023: 9). The charity was incorporated within England and Wales, and the registered address is Lambourne End Centre, Manor Road, Lambourne End, Essex, RM4 1NB.

Employee benefits:

1.r. Short term benefits
Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

1.s. Employee termination benefits
Termination benefits are accounted for on an accrual basis and in line with FRS 102.

1.t. Pension scheme
Currently only four staff are on the defined contribution pension scheme operated by Lambourne End Ltd for their benefit. The assets of the scheme are held independently from those of Lambourne End Ltd in an independently administered fund. Other employees who are eligible under auto-enrolment are on the new scheme which started in 2018-19. The pensions costs charged in the financial statements represent the employer's contributions payable during the year. TPT Retirement Solutions estimated pension debt on withdrawal at 30th September 2023 is £1,542.

1.u. Operating Leases
Expenditure on operating leases is accounted for on a straight-line basis over the lease duration.

2 DONATIONS & LEGACIES

	2024	2023
	£	£
Unrestricted		
Donations (from individuals inclusive of Gift Aid)	28,707	*11,365*
Legacies	-	*108,736*
	28,707	*120,101*

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2024

3. INCOME FROM CHARITABLE ACTIVITIES

	2024	2023
	£	£
Adventure Activities	371,853	*377,828*
Learning Programmes	279,755	*309,947*
Lambourne End Centre Facilities	173,340	*145,267*
Farm & Environment	96,784	*97,649*
Hands On Programme	78,143	*108,207*
Food For Thought	232,944	*211,366*
	1,232,819	*1,250,264*

Restricted income from charitable activities in the year amounted to £78,410 (2023: £107,427)

4. NET INCOME FOR THE YEAR

	2024	2023
	£	£
This is stated after charging:		
Depreciation	66,806	*51,392*
Auditors' remuneration - Audit fee	12,180	*11,145*

5. EMPLOYEES AND STAFF COSTS

	2024	2023
	£	£
Staff costs were as follows:		
Wages and salaries	729,448	*588,186*
Social security costs	57,447	*40,895*
Pension costs	21,498	*16,855*
Other staff costs	8,459	*10,058*
	816,852	*655,994*

No member of staff received remuneration exceeding £60,000 during the period (2023: £nil).
Total employee benefits of the key management personnel of the Trust were £329,796 (2023: £252,301). There were no redundancy or termination payments in the year (2023: £nil). The management team of the charity are considered to be the; CEO, Programmes, Site and Facilities and Finance Managers, Fundraising & Marketing, Adventurous Activities, Farm, Learning Programmes and Food For Thought, Coordinators.

Staff Numbers:	2024	2023
The weekly average number of employees was:		
Full-time	23	*21*
Part-time (Full-time equivalent)	7	*9*
	30	*30*

6. TRUSTEES' REMUNERATION AND REIMBURSED EXPENSES

No trustee received remuneration for his or her services during the period (2023: no trustees).
Two trustees were reimbursed expenses totaling £295 for travel, accommodation and printing during the period (2023: £nil) and no training costs were incurred (2023: £nil).

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2024

7. ANALYSIS OF TOTAL EXPENDITURE

	Staff costs	Other	Dep'n	Total 2024	*Total 2023*
	£	£	£	£	*£*
Cost of generating funds					
Costs of generating voluntary income	31,231	24,475	-	55,706	*37,146*
Charitable activities:					
Adventure Activities	219,899	91,944	25,516	337,359	*293,240*
Learning Programmes	183,083	62,777	4,430	250,290	*259,484*
Lambourne End Centre facilities	77,480	54,895	23,048	155,423	*112,905*
Farm and the environment	96,111	64,922	8,829	169,862	*100,694*
Hands on	51,008	16,137	1,292	68,437	*60,936*
Food For Thought	158,040	48,301	3,691	210,032	*140,567*
Sub total	785,621	338,976	66,806	1,191,403	*967,826*
Total:	**816,852**	**363,451**	**66,806**	**1,247,109**	***1,004,972***

	Direct	Support	Total 2024	*Total 2023*
	£	£	£	*£*
Cost of generating funds				
Costs of generating voluntary income	55,706	-	55,706	*37,146*
Charitable activities:				
Adventure Activities	196,045	141,314	337,359	*293,240*
Learning Programmes	119,846	130,444	250,290	*259,484*
Lambourne End Centre facilities	101,072	54,351	155,423	*112,905*
Farm and the environment	99,205	70,657	169,862	*100,694*
Hands on	30,391	38,046	68,437	*60,936*
Food For Thought	101,329	108,703	210,032	*140,567*
Sub total	647,888	543,515	1,191,403	*967,826*
Total:	**703,594**	**543,515**	**1,247,109**	***1,004,972***

Prior year comparative	***Direct***	***Support***	***Total 2023***
	£	*£*	*£*
Cost of generating funds			
Costs of generating voluntary income	*37,146*	-	*37,146*
Charitable activities:			
Adventure Activities	*172,788*	*120,452*	*293,240*
Learning Programmes	*143,186*	*116,298*	*259,484*
Lambourne End Centre facilities	*67,217*	*45,688*	*112,905*
Farm and the environment	*63,313*	*37,381*	*100,694*
Hands on	*27,708*	*33,228*	*60,936*
Food For Thought	*78,264*	*62,303*	*140,567*
Sub total	*552,476*	*415,350*	*967,826*
Total:	***589,622***	***415,350***	***1,004,972***

Of the total cost of £1,247,109, £20,094 (2023: £56,637) were attributable to restricted funds and £1,227,015 (2023: £948,335) were attributable to unrestricted funds.

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2024

7. ANALYSIS OF TOTAL EXPENDITURE (continued)

Analysis of Support costs	Total 2024 £	Total 2023 £
Staff costs	301,754	228,017
Light, heat, rates, insurance & water	99,593	76,709
Travel costs	13,353	15,501
Printing, postage, stationery, telephone & computer	15,256	23,325
Professional fees (**less** Gov [audit costs, etc])	11,155	7,125
Sundry costs	71,768	40,300
Depreciation	18,456	13,228
Governance costs (Audit fees, etc)	12,180	11,145
Total	543,515	415,350

The support costs allocation is based on the number of staff within each charitable activity, these percentages are recalculated annually to reflect the current situation. Resulting in 26% Adventure Activities (2023: 20%), 28% Learning Programmes (2023:28%), 20% Food For Thought projects (2023: 15%), .13% Farm and Environment (2023: 9%), 10% Facilities (2023 11%) and 7% Hands On (2023: 8%),

8. TANGIBLE FIXED ASSETS

	Motor Vehicles £	Computer Equipment £	Site Equipment £	Sports Equipment £	Facilities Equipment £	Farm Equip & Machinery £	Total £
Cost							
At 1 April 2023	10,500	2,770	98,963	236,889	370,349	51,463	770,934
Disposals	-	-	(2,669)	(5,428)	(1,795)	(6,519)	(16,411)
Additions	-	-	23,717	39,261	69,629	7,979	140,586
At 31 March 2024	10,500	2,770	120,011	270,722	438,183	52,923	**895,109**
Depreciation							
At 1 April 2023	8,399	849	35,805	46,200	155,437	19,399	266,089
Disposals	-	-	(2,669)	(5,428)	(1,795)	(6,519)	(16,411)
Charge for the year	2,101	862	15,493	20,717	21,203	6,430	66,806
At 31 March 2024	10,500	1,711	48,629	61,489	174,845	19,310	**316,484**
Net Book Value							
31 March 2024	**-**	**1,059**	**71,382**	**209,233**	**263,338**	**33,613**	**578,625**
31 March 2023	2,101	1,921	63,158	190,689	214,912	32,064	504,845

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2024

9. DEBTORS

	2024	2023
	£	£
Accounts receivable	92,323	*93,293*
Accrued income	11,842	*382*
Prepayments	8,528	*7,434*
	112,693	*101,109*

10. Investments in short term deposits

Investments in short term deposits totaling £355,000 (2023: £nil) are interest-bearing bank deposits with notice terms of between four and twenty-four months.

11. CREDITORS: amounts falling due within one year

	2024	2023
	£	£
Other creditors & accruals	91,692	*95,023*
Fees in advance	61,215	*49,097*
Other Tax & social security costs	2,220	*1,900*
Wellgate	22,081	*21,404*
	177,208	*167,424*

Movement in deferred income is as follows:

	2024	2023
	£	£
Deferred income brought forward	49,097	*41,798*
Released from prior years	(49,097)	*(41,798)*
Income deferred	61,215	*49,097*
	61,215	*49,097*

Deferred Income relates to fees received in advance.

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2024

12. FUNDS

	Balance at 31 March 2023 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2024 £
General Funds	**1,224,118**	**1,183,116**	**(1,227,015)**	**35,497**	**1,215,716**
Restricted Funds					
Adventure Activities:					
Activity equipment:					
- Essex CC - Equipment / Minibus	386	-	-	-	386
- Percy Bilton Charity	451	-	-	-	451
Sub Total	837	-	-	-	837
Ernest Cook - OWLs	32,000	31,760	(12,505)	-	51,255
Boshier Hilton - Crossbow	2,000	-	(710)	-	1,290
Mountain Bikes:					
- Mt Bikes:	-	-	-	(16,200)	(16,200)
- Mt Bikes: Jack Petchey	-	1,500	-	-	1,500
- Mt Bikes:Essex CC	-	8,000	-	-	8,000
- Mt Bikes:Hedley Foundation	-	3,500	-	-	3,500
- Mt Bikes:St Neots Rotary Club	-	200	-	-	200
- Mt Bikes:Tallow Chandlers Fund	-	2,500	-	-	2,500
- Mt Bikes:Will Nieww CT	-	500	-	-	500
Sub Total	-	16,200	-	(16,200)	-
Farm & Environment Improvements:					
Jack Petchey - Volunteers	3,921	3,700	(2,525)	(1,000)	4,096
Rotary Club - Farm project	171	-	(171)	-	-
Bee Keeping / Apiary:					
- Postcode Local Trust	969	-	(969)	-	-
- Rotary Club (Leytonstone & Woodford)	305	-	(214)	-	91
Sub Total	1,274	-	(1,183)	-	91
Pony Equipment	-	1,000	-	(1,000)	-
Food For Thought:					
Garden Improvements	2,000	-	-	-	2,000
Nineveh Trust - Staff Cost Contrib	-	3,000	(3,000)	-	-
Facilities:					
Minibus Lottery Grant	-	20,000	-	-	20,000
Pine Classroom					
- Attkins - Classroom	13,121	-	-	-	13,121
- Bowden & Bradley - Classroom	300	-	-	-	300
- Crowdfunder - Classroom	1,126	250	-	-	1,376
- Ernest Young Trust - Classroon	-	2,500	-	-	2,500
- New Classroom refurb	-	-	-	(17,297)	(17,297)
Sub Total	14,547	2,750	-	(17,297)	-
Small Balances remaining	5	-	-	-	5
Total Restricted Funds	**56,755**	**78,410**	**(20,094)**	**(35,497)**	**79,574**
TOTAL (General + Restricted Funds)	**1,280,873**	**1,261,526**	**(1,247,109)**	**-**	**1,295,290**

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2024

Funds Commentary

General Funds, refer to note "1.d. Fund accounting" for further explanations.:

The main movements in **Restricted funds** were as follows:

Ernest Cook
Funding to run Outdoor Weeks of Learning (OWL's) for 60 young people from disadvantaged backgrounds, who have very little opportunity to access the countryside and connect with nature. The fund was not fully utilised and the funder agreed to carry balances to the next financial year.

Mountain Bikes
Thirty new mountain bikes for all age ranges were provided by six funders.

Minibus
A grant from the national lottery was received for a ULEZ compliant mini bus.

Pine Classroom
Funding to refurbish a modular building has now been spent and the project completed, the modular building has been named the "Pine Classroom".

13. ANALYSIS OF NET ASSETS

	General Fund £	Designated Fund £	Restricted Fund £	Total 2024 £	*Total 2023 £*
Tangible fixed assets	-	578,625	-	**578,625**	*504,845*
Current assets	544,299	270,000	79,574	**893,873**	*943,452*
Current liabilities	(177,208)	-	-	**(177,208)**	*(167,424)*
Net Assets	367,091	848,625	79,574	**1,295,290**	*1,280,873*

14. RELATED PARTY TRANSACTIONS

The charity employs 3 close connections of the CEO (a member of key management) – one in a full-time role (28 hours per week) and the others in seasonal employment. All roles are approved by Trustees and salary rates set by the board in line with other similar positions and without the influence of the CEO. There were no other related party transactions (2023: none).

15. TAXATION

Lambourne End Limited is a registered charity and therefore is not liable to income tax or corporation tax on income or gains derived from its charitable activities, as they fall within the various exemptions available to registered charities.

16. LIABILITY OF MEMBERS

The charity is constituted as a company limited by guarantee and has no share capital.

17. PENSION COMMITMENTS

The charity operates a defined contributions pension scheme. Pension costs for the period have been charged at £17,940 (2023: £16,855), as outlined above. The year-end pension creditor is £nil (2023: £nil).

18. COMMITMENTS

The charity classifies its photocopier as an operating lease, and fees payable are accrued on a straight-line basis over the term of the lease. Total future minimum lease payments and charges under non-cancellable operation leases are as follows:

	2024	***2023***
	£	***£***
Witin 1 year	3,564	*3,564*
Between 1 and 5 years	5,376	*8,940*
At 31 March	8,940	*12,504*

19. COMPARATIVE ANALYSIS OF NET ASSETS

	General Fund	**Designated Fund**	**Restricted Fund**	**Total 2023**
	£	**£**	**£**	**£**
Tangible fixed assets	-	504,845	-	504,845
Current assets	902,534	-	40,918	943,452
Current liabilities	(167,424)	-	-	(167,424)
Net Assets	735,110	504,845	40,918	**1,280,873**

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2024

20 COMPARATIVE FUNDS

	Balance at 31 March 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2023 £
General Funds	**842,889**	**1,262,938**	**(948,335)**	**66,626**	**1,224,118**
Restricted Funds					
Adventure Activities:					
Activity equipment:					
- Charles French - Equipment	500	-	(500)	-	-
- Essex County Council - Equipment / Minibus	386	-	-	-	386
- Percy Bilton Charity	477	-	(26)	-	451
Sub Total	1,363	-	(526)	-	837
Pool Refurbishment					
- Essex Youth Trust EYT Pool	4,665	-	-	-	4,665
- Bernard Sunley Foundation	5,000	-	-	-	5,000
- Ford Britain Trust	2,160	-	-	-	2,160
Pool Refurb 2021-22	11,825	-	-	-	11,825
Pool Refurb	-	-	-	(51,825)	(51,825)
- Baily Thomas	-	10,000	-	-	10,000
- Bruce Wake Foundation	-	3,000	-	-	3,000
- Clothworkers	-	22,000	-	-	22,000
- EFDC	-	5,000	-	-	5,000
Sub Total	11,825	40,000	-	(51,825)	-
Ernest Cook - OWLs	26,500	33,500	(28,000)	-	32,000
New Archery Shelter - rebuild (after storm damage): - Sport England	13,200	-	-	(13,200)	-
Boshier Hilton - Crossbow	-	2,000	-	-	2,000
Leeds BS - Equipment	-	650	-	(650)	-
Learning Programmes:					
Jack Petchey - Intern	9,647	6,735	(16,382)	-	-
Common Ground					
- Essex CF	-	5,000	-	-	5,000
- Common Ground	-	-	(8,300)	-	(8,300)
Essex Council for Voluntary Youth Services	500	-	-	-	500
Ground	1,000	-	-	-	1,000
- Essex CC Kickstart	1,800	-	-	-	1,800
Sub Total	3,300	5,000	(8,300)	-	-

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2024

20 COMPARATIVE FUNDS (continued)

	Balance at 31 March 2022	Income	Expenditure	Transfers	Balance at 31 March 2023
Farm & Environment Improvements:					
Jack Petchey - Volunteers	2,125	4,945	(3,149)	-	3,921
Rotary Club - Farm project	171	-	-	-	171
Bee Keeping / Apiary:					
- Postcode Local Trust	969	-	-	-	969
- Rotary Club (Leytonstone & Woodford)	535	-	(230)	-	305
Sub Total	1,504	-	(230)	-	1,274
Permaculture	-	50	(50)	-	-
Food For Thought:					
Garden Improvements	2,000	-	-	-	2,000
Support Projects:					
Reaching Out initiatives:					
- AWA (Awards for All)	951	-	-	(951)	-
Facilities:					
Attkins - Classroom	-	13,121	-	-	13,121
Bowden & Bradley - Classroom	-	300	-	-	300
Crowdfunder - Classroom	-	1,126	-	-	1,126
Sub Total	-	14,547	-	-	14,547
Small Balances remaining	5	-	-	-	5
Total Restricted Funds	**72,591**	**107,427**	**(56,637)**	**(66,626)**	**56,755**
TOTAL (General + Restricted Funds)	**915,480**	**1,370,365**	**(1,004,972)**	**(0)**	**1,280,873**

LAMBOURNE END LTD

England & Wales - Charity number 1105063

Accounts

LAMBOURNE END LIMITED

Charity Registration Number: 1105063

Company Number: 05067695

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2023

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Trustees/Directors:	Timothy Andrew Richardson (Chair) James Joseph Shepley (resigned 22 July 2022) Gordon Thomas George (Treasurer) Micah Jethro Gold Marianne Layburn Christopher James Paul Mathias Caroline Rouse Rachel Grimwood Andrew Green (appointed 18th November 2022)
CEO & Company Secretary:	Rob Gayler
Registered office:	Manor Road Lambourne End Essex RM4 1NB
Auditors:	Price Bailey LLP 24 Old Bond Street London W1S 4AP
Bank:	Unity Trust Bank Nine Brindley Place Birmingham B1 2HB
Solicitors:	None appointed at present
Charity information:	Lambourne End Limited is both a company registered in England under Registration No. **05067695** and a registered charity under Registration No. **1105063**.
Governing Deed:	Memorandum and Articles of Association

The Trustees, who are also the Directors for the purposes of company law, present their Annual Report and the audited financial statements for the year ended 31 March 2023 which have been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities and the Companies Act 2006 and FRS 102 (SORP) 2019.

STRUCTURE AND GOVERNANCE

The Company was formed in 2004 originally with four members: Aston-Mansfield, who is the Trustee of the Lady Trower Trust, which owns the site, and three East London YMCAs (City, Forest and Hornsey – now North London YMCA).

Since those early days, the company has moved on and the Board of Trustees adopted revised Articles of Association that has allowed us to release those founding members from their commitments and appoint trustees that better reflect the work of the charity now.

The Company is directed by a Board of Trustees which meets every other month, with the Chief Executive Officer (CEO), Minutes Secretary and other senior staff in attendance, as appropriate. The Board is responsible for ensuring good governance, setting direction, establishing policies and a business strategy and plan, which the Chief Executive Officer is responsible for implementing. Between meetings he draws on the particular expertise of individual trustees, as appropriate. In addition, the Chair meets with the CEO between Board meetings.

The Board, whose members are the Trustees of the charity and Directors of the Company, consists of individuals who are passionate about and committed to the work of the Charity. One Trustee position is available for a nominated person by Aston Mansfield (a founding member organization and representing the Trower Trust). The collective experience of the Board is planned to cover the main functions of the Company (finance, human resources, marketing, etc.) whilst also bringing sector expertise such as health, education and corporate. The Board continues to explore how to bring new faces and expertise into the governance of the charity at what is an important stage of its development. Trustee vacancies are advertised widely, potential candidates are invited to visit the site, meet with the CEO and if interested are asked to prepare a personal statement. Once submitted, shortlisted candidates will be interviewed by two appointed board members, who will make recommendations to the board. Appointed board members are provided with the Charity Commission roles and responsibilities of a trustee, undertake and induction with the CEO, policies and operational procedures for the governance of the charity. The trustees are also required to undertake a DBS, provide two reference and safeguarding training. Any further training are identified and suitable courses attended.

The Board operates effectively through other working groups/committees – fundraising and marketing; human resources; strategic planning; user forum.

AIMS AND PUBLIC BENEFIT

The company's charitable objects are:

1. To provide or assist in the provision of facilities for people of all ages with the object of improving their conditions of life and in the interests of their spiritual, moral, social, educational and physical welfare and to build the skills and capacities of people and communities.
2. To provide educational opportunities for people of all ages including environmental and conservation matters.
3. To provide or assist in the provision of relief from poverty.
4. To promote, or assist in the promotion of, understanding between Christianity and all faiths.

The Trustees believe that all these objects inherently contribute public benefit. Although fees are charged for services rendered, the Company raises funds that subsidise the true cost of provision, thus enabling more underprivileged children and young people to participate. Corporate client groups engaging in Corporate Social Responsibility represent only a very small percentage of the groups using the Centre and although their employers benefit indirectly, the primary beneficiaries remain the individual, and the Centre, as they complete much needed work to assist its charitable work. The Trustees confirm that they have complied with their duty to have regard to the public benefit guidance published by the Charity Commission and in accordance with section 17 of the Charities Act 2011.

The main aim of activities is to promote personal and social development opportunities for children and young people predominantly from London and Essex in an outdoor setting. This is achieved through the provision of a growing range of challenging outdoor activities and learning programmes, and increasingly through the provision of targeted alternative education services to support local schools and authorities and to provide short break opportunities for people with disabilities or additional needs.

The Centre continues to build a strong reputation for delivering programmes over a longer term with key clients that have a profound impact on the lives of young people, raising their confidence, self-esteem, work skills and motivation.

OVERVIEW

This year has seen the charity continue to grow both in its reputation for doing extraordinary work and in its size of operation. Against a backdrop of wider economic challenges, and the effects on society of the war in Ukraine, our services continue to be in high demand as schools and similar bodies look to provide a more wholistic and integrated education to their students.

The charity's standing in the community continues to be strong. One example of this has been the development of a community garden on the site which is hugely popular. Our young farmers club grows in numbers of people attending and the popular Adventure Academy allows families to experience the Lambourne End experience during the school holidays. We are seeing increased demand for provision of DofE programmes and are developing a strong reputation in the region for being able to do this well for schools. Our open days prove very stimulating and draw people from far and wide to enjoy a day on the site sampling activities and our service. These days can often need 100 volunteers to run them well. The Board is immensely grateful for the continued support of an army of volunteers for events such as these.

Our programme of development of site facilities has continued and the charity was thrilled and humbled to receive a very generous legacy donation of £108,736 from a former trustee which has been earmarked for an exciting project to refurbish an old school demountable classroom that we acquired. During the year money donated from the Four Acre Trust was used to pay the refurbishment of the rooms in our residential accommodation, which has been very well received by return visitors.
Work to refurbish the swimming pool also begun this year and will see its fruition in the summer of 2023.
During the year, we have seen very high demand for our work such that we have been operating at full capacity on a number of times throughout the year. The Board has undertaken a wider strategic review and has embarked on a phase of growth that will continue for the coming years. This will involve seeking new sources of funding that will facilitate a step change in the provision of services to more schools and organisations to meet the increasing demand we see. Our intention is to raise between £500,000 and £1,000,000 to provide for significant improvements and enhancements to infrastructure, buildings and facilities.

As part of enabling this aspiration, the Board recognizes that the staff team is crucial and we have taken steps to review the roles and salaries bands to ensure that our employee value proposition is attractive. During the year, we commissioned a comprehensive job evaluation and benchmarking exercise, the results of which have been approved and shared with the entire staff team, and resulted in a significant uplift in salary bands for all staff. Whereas the Board recognizes this will add substantially to our annual salary bill, we believe it is essential for us to attract and retain great people. It also acknowledges the contribution of the CEO and his team over the post 'covid' years. The impact of this will appear in next year's accounts but the restructuring that the CEO has begun is already bearing fruit.

At the end of this financial year, the Centre is in a strong financial position having grown revenue and surplus. Costs have been managed prudently despite increases in energy and many other costs. The charity has now achieved levels of reserves that we have aspired to for some time and in line with our objectives. The trustees consider the charity to be in a healthy position with strong foundations and management that will enable future sustainability and growth.
As a result, in comparison to 31st March 2022 the:-

Annual income increased from £1,097,830 to £1,370,365
Expenditure increased from £893,562 to £1,004,972
The reported surplus grew significantly from £204,268 to £365,393 (Largely thanks to a one off legacy of £108,736)

The Board considers Lambourne End Ltd to be very well positioned to continue to deliver great services and cement its strong brand locally in East London and Essex

The Centre's strategy continues to focus on maintaining and developing programmes that meet the local needs and building our capacity to be able to meet our demand. To do this it is focusing on two key areas of work for the coming years; developing our messaging and evidencing our impact, and investing in improvements to the site and facilities.

During the year the charity has completed its accreditations for British Activities Providers Association (BAPA), Adventure Mark, Learning Outside the Classroom (LOtC) and meeting the code of practice for green care. It continues to be a City and Guilds approved Centre and has once again renewed its OFSTED registration for the delivery of holiday schemes for young people with disabilities.

COVID 19 PANDEMIC ONGOING IMPLICATIONS AT JULY 2023

The Centre put in place policies and procedures to meet the Government laws and guidelines, and these remain in place and the charity continues to monitor the situation and advice ready to respond to any new information as it arrives. In the meantime, the Centre has been able to be fully functional and is striving to meet that increased demand that has been generated following the pandemic.

Given our unique approach using the outdoors for learning, we have been well positioned to provide education and learning opportunities that are safe and assist with young people recovering from the effects of the pandemic. We continue to report anything of note to the bi-monthly Board meetings, and recognise that many of our customers will be vulnerable or still suffering effects and hence take seriously the continued need for vigilance.

FEEDBACK AND MONITORING

Each year we like to include some comments, feedback and that we have received during the year as well as some facts and figures for the work we have delivered as an affirmation of how we are doing.

"I just wanted to send a very quick email regarding Saturday. The children always have a lovely time at Lambourne End and the staff are always fantastic and encouraging - but Saturday, it was ever more evident. Despite the miserable weather, everyone who attended seemingly had a great time. There were a few first timers and their children appeared to love it. As for my two, I had wondered how they would be without no familiar faces with staff. Oh My Goodness, the staff were brilliant. I want to take a pinch of what David has, and can it! He was ultra friendly, enthusiastic and so encouraging. He was relaxed with time and really has found his vocation. You can tell he loved what he does and seemed to genuinely care.

The way in which the rocket launch - and boat launch was navigated for the children (and adults(!)-was so brilliant. It really is the best activity....although my two desperately want to do the caving again.

The farm tour was informative and a little different from usual, which was good. Anyway, I just wanted to say that it was great - and the four staff were fantastic - but you know that anyway!!"

"Your instructors are worth their weight in gold. Martha was amazing with my child yesterday; she's a fantastic instructor."

"I cannot talk highly enough about the team that supported my child today, their enthusiasm, energy, care but most importantly their belief in her was like no other. They were truly wonderful with her and seeing how engaged they were with her warmed my heart right up so a thank you from the bottom of my heart.

I am forever grateful to you all, thank you for a wonderful experience, you lot are all AMAZING."

"The best day of their lives"

"I just wanted to say a really big thank you to you and the team from all of us for such a great weekend! The kids all had a brilliant time and instructors were all terrific. Such a great place and atmosphere."

"We feel like Lambourne End staff are family members. You are doing GREAT."

"Wanted to say thank you. We all had a wonderful time at Lambourne End. Certainly a memorable one for all, especially the kids, they loved it! Molly was a complete superstar, professional and such great fun with all the kids."

"It has been a real pleasure getting out every Friday to your outdoor learning Centre, the students have all loved it. May I take this opportunity to say a huge thanks to Colin and Sam for their patience and thoughtful activities. Thanks again for such a wholesome experience and hope to see you all again in the future."

The best thing about the Family Fun Days is "Being in an accepting environment which allows my child to gain confidence in his capabilities without feeling judged."

"Brought the students out of their shells."

"As with every visit to Lambourne End I left feeling a sense of achievement, pride and having had a thoroughly enjoyable experience. The staff and volunteers are a credit to the Centre and I am yet to meet anyone working there who isn't enthusiastic and motivated to develop and improve the people visiting the Centre."

"Lambourne End is always the highlight of the year and never fails to help our pupils to grow in a fun and challenging way."

"Thank you so much for the amazing party for my son. From start to finish everything was well planned. I was so impressed with Molly and Dave. They handled perfectly a very excitable group of 24 children with humour and the activity was perfect."

"An amazing day that surpassed our expectations – thank you."

"I just wanted to say a massive thank you to everyone at Lambourne End for making our trips last week truly wonderful. Both staff and students had such a good time and it was great to see our students pushing themselves out of their comfort zones and achieving things they never thought possible. Not even the heat could spoil our fun!"

"All the staff were fantastic – I was particularly impressed with the way they explained things to our autistic young people, and interacted with them. We will be back next year!"

"Brought the students out of their shells."

"Loved the way your staff encouraged the children."

"All staff are very accommodating and understanding of everyone's needs. It's a safe and friendly environment for children with special needs and their families to have a great day out. There is no where else like this for us and if we did not have these days we would not have the opportunity to experience activities like these."

The best thing about the Family Fun Days is "Watching our children meet new peers and develop friendships rather than being left out."

"My daughter has built so much confidence on the activities she has taken part in and also trying out new activities. This has definitely helped her physical development. The best thing is her excitement about coming to Lambourne End. ☺"

"The Family Fun Day was the highlight of our family's half term. Whenever someone asked one of us what we did during half term, we'd whip out our phone and show them photos of us all fencing!"

"Just wanted to thank you and the team for another great year at Lambourne End. I've been bringing Beal students for the past five years and today was my last day as I am moving on to a new job elsewhere.

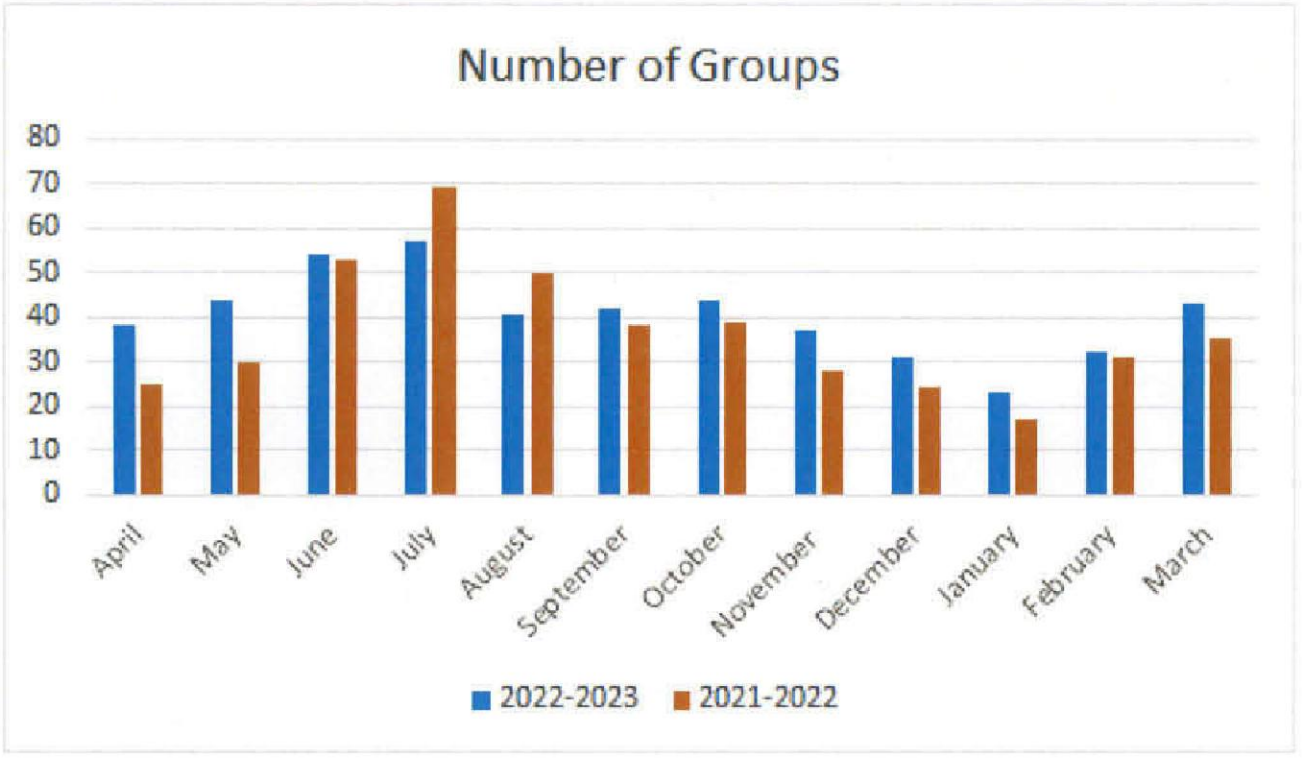
Over the years we have brought a variety of students and it's fair to say that every single one of them has benefited from coming to Lambourne End in their own way. We've had some that have had the chance to take part in activities they would never normally be able to do; some who have grown in confidence from learning a new skill and others who just appreciate being outside.

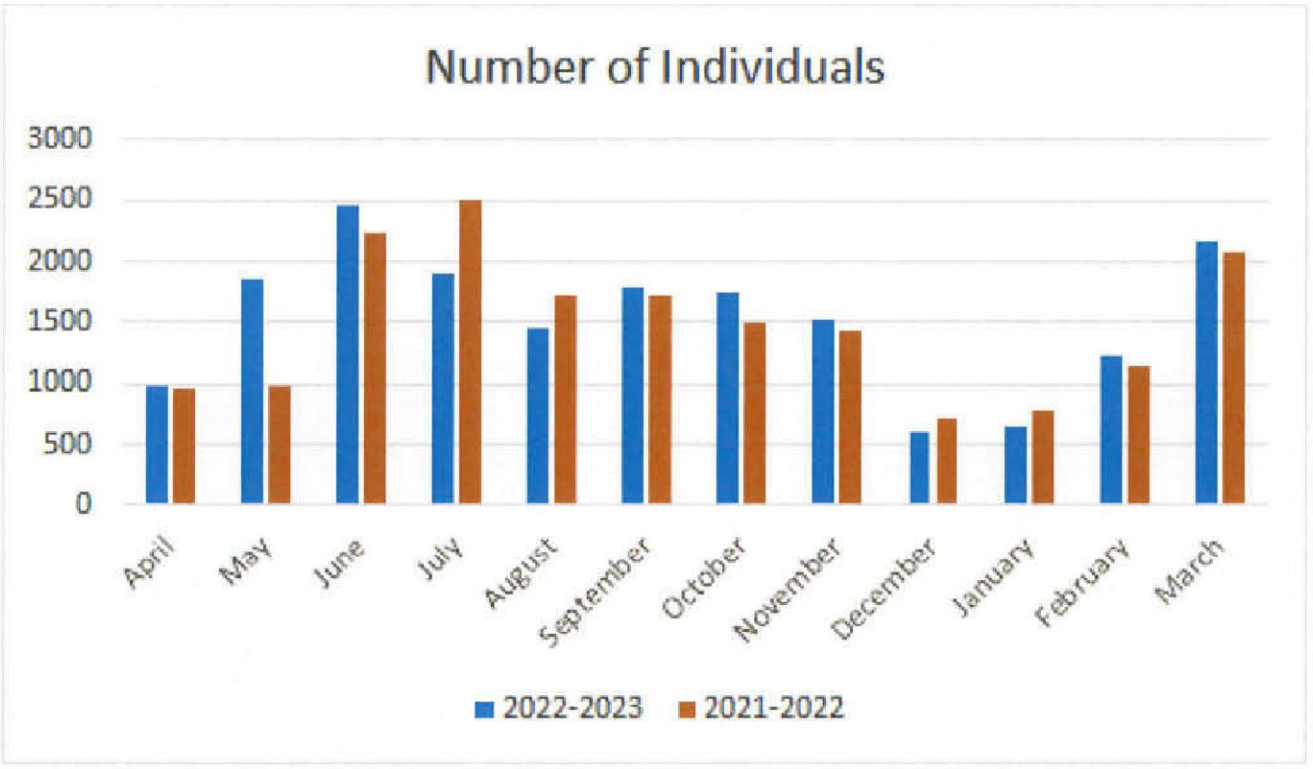
With everything the students have done, the staff have been amazing; it really makes a difference working with people who have a real passion for helping young people. This year we have worked mainly with Martha and Alfie. Martha has been working with the group who need the most support and she has been so calm, patient and helpful; the students have really enjoyed working with her. Alfie has been amazing too, even though this group has mainly focused on work Alfie has always made it fun for them and students have learned so many practical skills from him. There are a few students in the group who struggle in the classroom but coming to Lambourne End has opened up possibilities of them taking up construction courses at college.

I also want to mention Andy and Tony who have worked with us over the years, both are very knowledgeable and have given the students some great memories.

I hope that the students from our department continued to visit the Centre in the future."

SUMMARY OF SERVICE PROVISION





ALTERNATIVE PROVISION PROGRAMMES

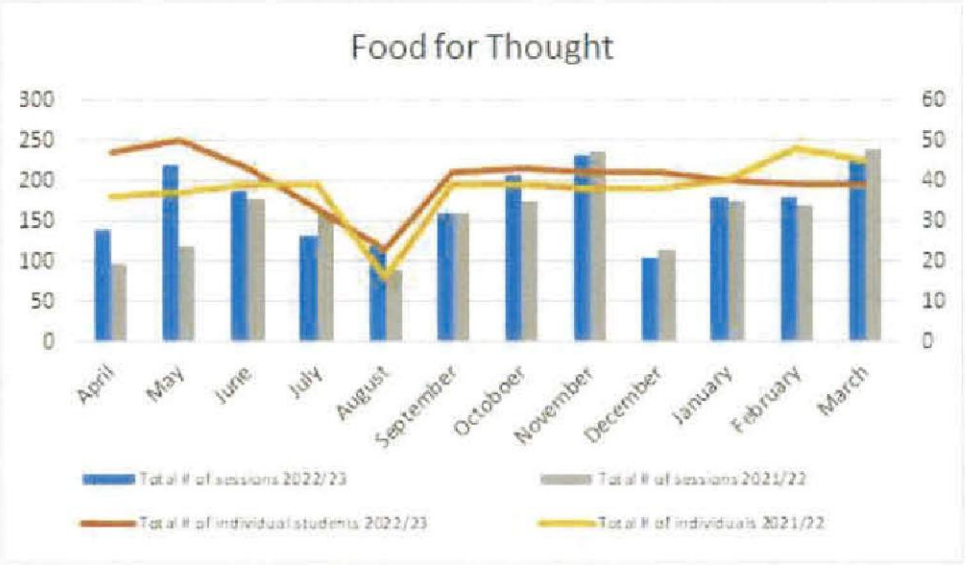
As the centre has grown its provision of longer-term educational programmes that utilise the variety of activities available, we want to emphasise this now as a key part of our reporting, and as such list below levels of activity for a number of our key programmes.

Food for Thought

Improving health and wellbeing through gardening.
Food for Thought provides a supportive environment which helps people develop practical and life skills whilst gaining confidence, increasing self-esteem, feeling valued and developing social skills.

It suits young people with special educational needs, poor mental health including anxiety, or low confidence, and those needing assistance with transition into adulthood.

This year we have provided 2,095 sessions (2021/22: 1,918) to 129 young people (2021/22 68).

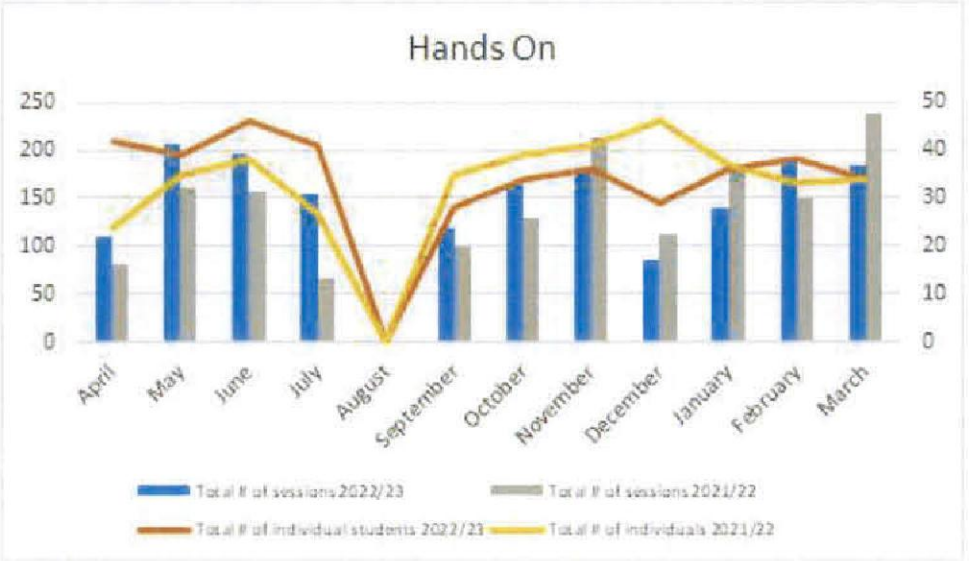


Hands On

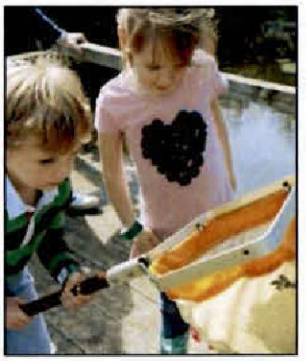
Animal focused land-based vocational training.
Hands On is an integrated programme of farm, environmental and land-based activities designed to build young people's confidence and self-esteem, address challenging behaviour, develop new skills and raise aspirations.

This project is aimed at young people who learn better through 'doing'. Ideally suited to young people not coping in mainstream curriculum whether it be through poor school attendance, low or under achievers, people with low confidence or self-esteem, with additional needs or exhibiting challenging behaviour, and for people interested in future careers in land-based industries.

This year we have provided 1,729 sessions (2021/22 1,586) to 92 young people (2021/22 86).



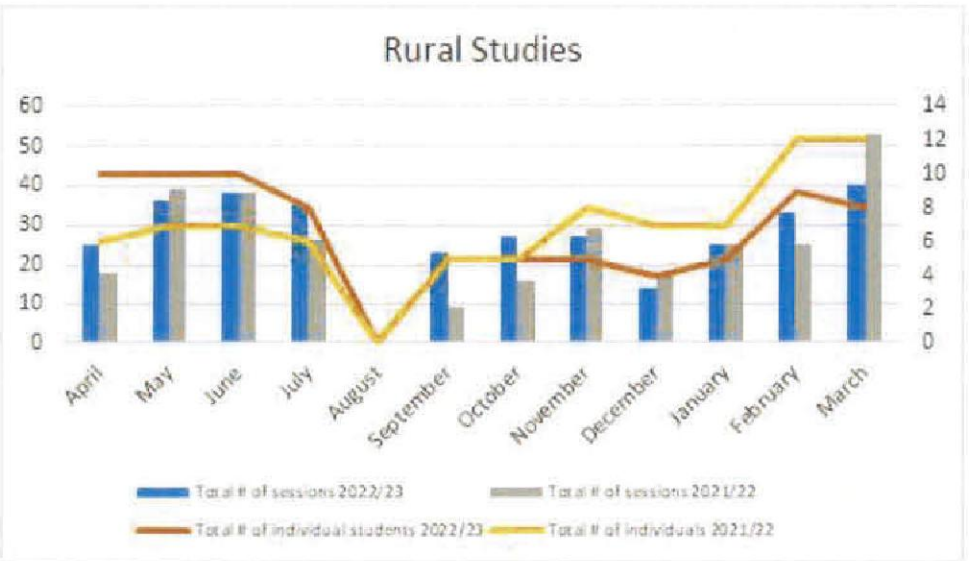
Rural Studies Programme



Topic based learning to enhance the curriculum.
A programme of farm, environmental, gardening and teamwork activities, which provide interesting topics for cross curricular study in our 54 acre classroom.

This project is a stimulating and exciting way to meet elements of the curriculum for KS 1 and 2 and those from KS 3 and 4 with special educational needs who find studying in the classroom challenging.

This year we have provided 323 sessions (2021/22 296) to 21 young people (2021/22 20).

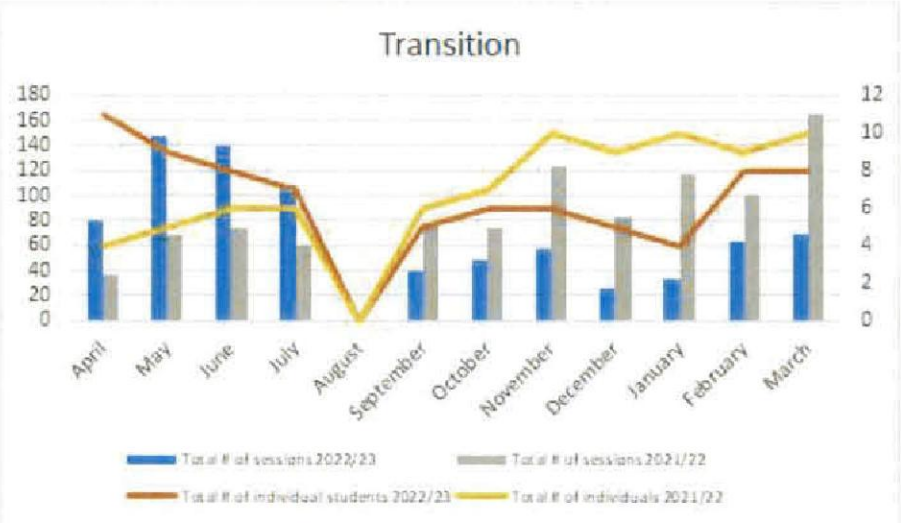


Transition Programme

An interim provision to help young people prepare for whatever comes next
For students going through an assessment process who require a short-term placement while a longer term solution is arranged.

Students take part in activities available within our 54 acre classroom to develop life and core skills, build their confidence and self-esteem, manage their relationships and improve communication and team work. The aim is to encourage young people to take responsibility and prepare them for transition back in to mainstream provision.

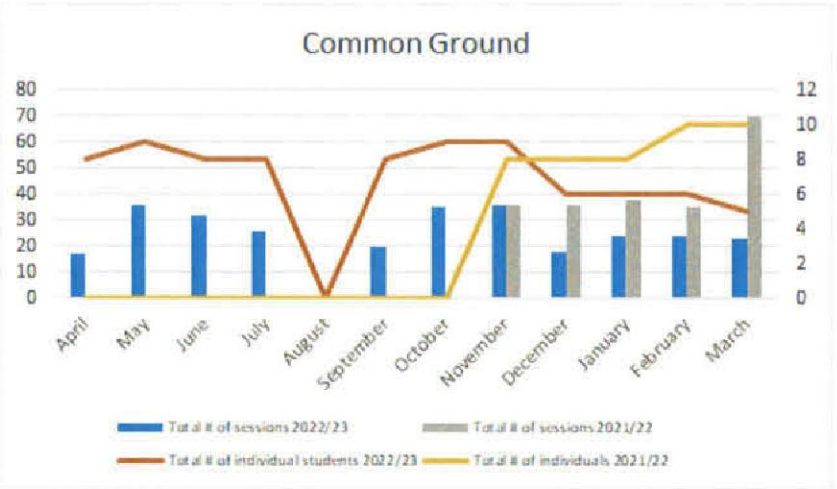
This year we have provided 813 sessions (2021/22 493) to 24 young people (2021/22 10).



Common Ground Programme

The Common Ground Programme was established in Autumn 2021 to help people to reconnect with people and nature after the pandemic, while improving employability, reducing loneliness and building new skills. Members of the group work together on various activities including conservation work, maintenance and repair, landscape construction and building, gardening and livestock farming. It is an intergenerational project where participants share skills, knowledge, experience and purpose while making friends and taking part in something purposeful that has an impact.

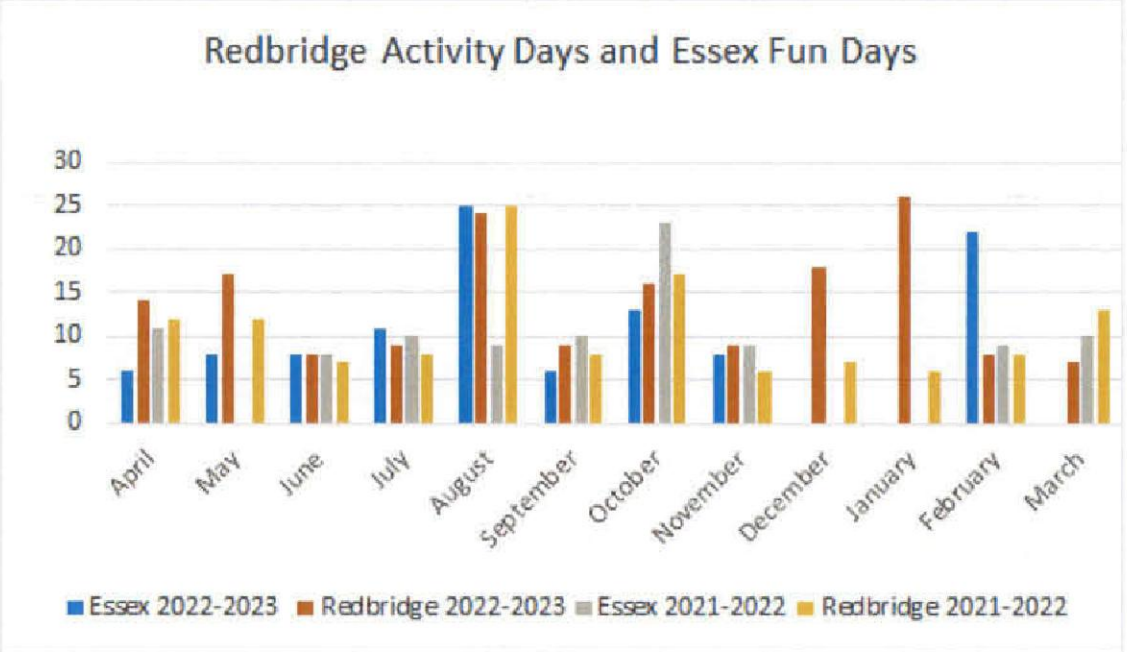
This year we have delivered 291 sessions (2021/22 215) to 15 individuals (2021/22 10)

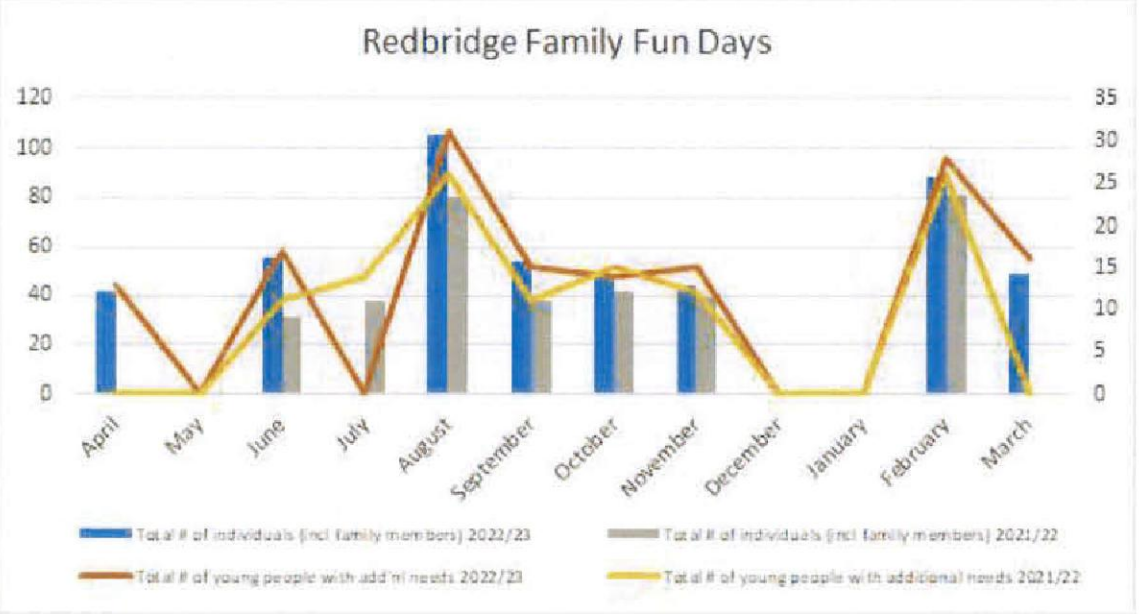


Short Breaks Programme

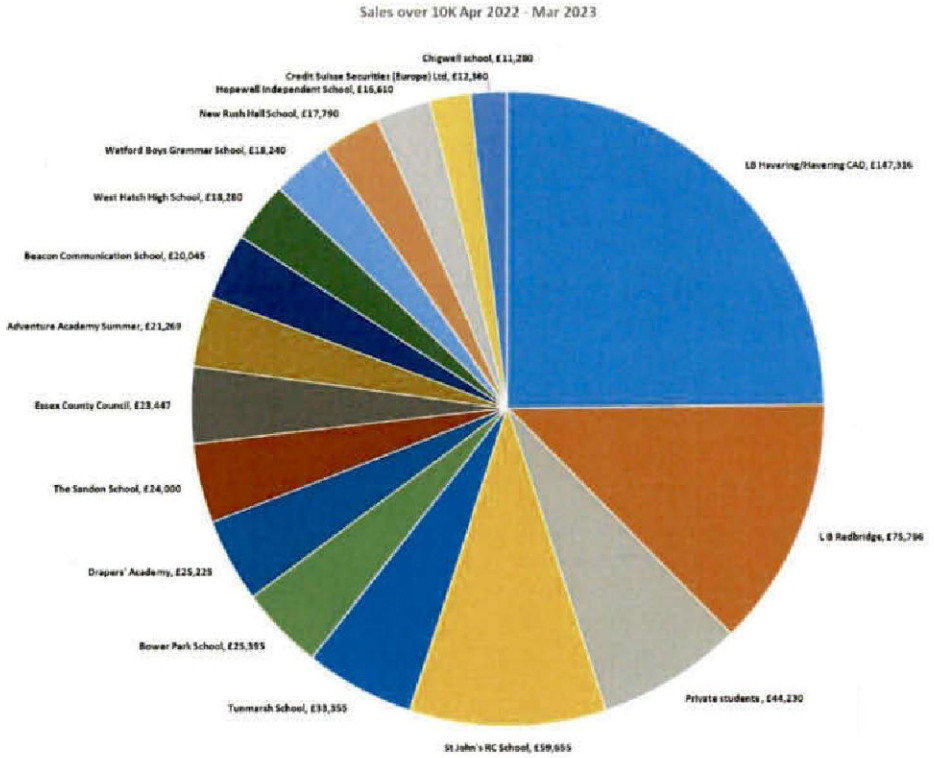
The Centre is currently commissioned to provide Short Breaks by two local authorities to families with children with additional needs. The current Short Breaks are Activity Days where the young person come and takes part in three of our activities, or Family Fun Days where the whole family come and take part in the activities together, creating amazing memories with each other. The days help young people grow in confidence, learn socialization skills, make friends, develop resilience and increase independence skills. Frequently they are able to achieve far more than their family had thought they were capable of, and they are able to transfer what they learn at the Centre in to their daily lives.

In 2022/23, the Centre ran 36 Activity days for 272 young people (2021/22 30 Activity days for 228 young people), and 10 Family Fun Days for 486 people (149 families) (2021/22 10 Family Fund Days for 349 young people, 115 families).

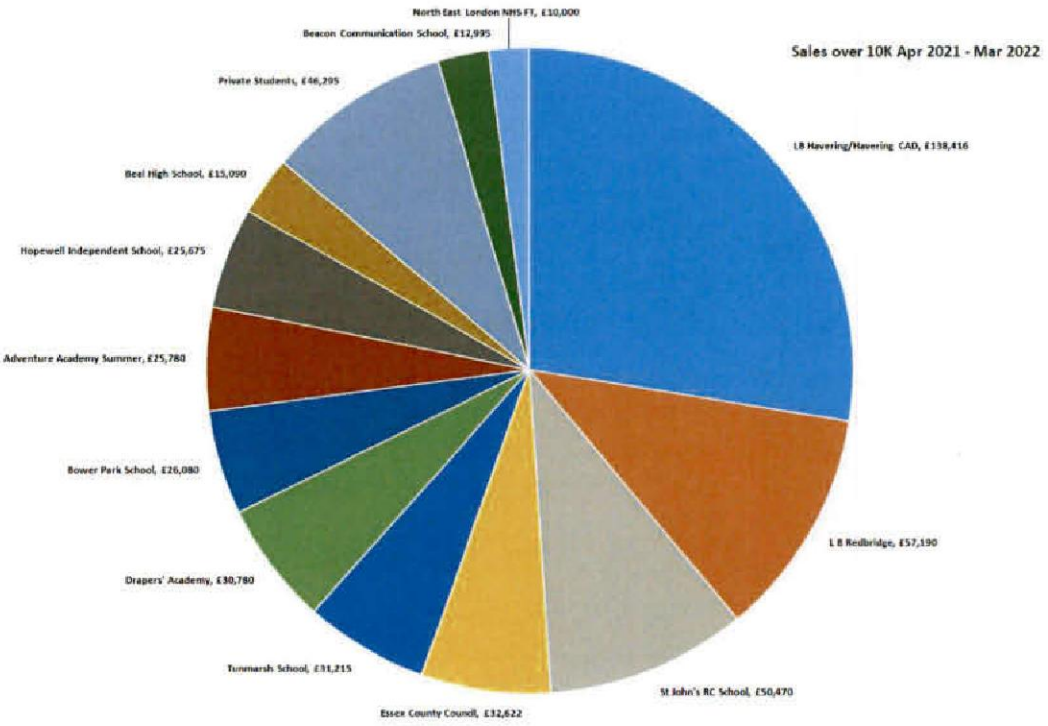




Sales Over £10,000 2022/23



Sales Over £10,000 2021/22



DEVELOPMENT GOALS

Progress on Development goals for 2022-23

The key priority for this year was to complete the work on the refurbishment of the swimming pool. The work on the swimming pool has been completed by Poolman, but there is some final landscaping and fencing work to be done, which it is anticipated will be completed by end of July 2023, by Centre staff.

We want to raise funds to refurbish the glamping host building and complete this.
Funds generated via crowdfunding bid and generous personal donations and have now been allocated ready for the work to start summer/autumn 2023.

We want to carry out extensive maintenance work to the residential accommodation blocks.
Significant progress has been made on these over the year and continues.

Our intention for programmes is to maintain and sustain current levels of work and ensure that quality is sustained which will enhance our already strong reputation.
This has been achieved and we have a number of additional schools wanting to work with the Centre on a regular weekly basis and the majority of the groups that have visited this year have rebooked for next year. We have further enhanced our impact reporting to demonstrate the quality of the learning programmes. There is more work to do on this.
This year will see the need for filling and consolidating key staff roles to bring the staff team up to full establishment. This may require some recalibration of role descriptions and salaries.
This has been done with a new organisational structure now in place, fully evaluated roles and benchmarked salary structure.

We will explore funding to purchase new vehicles that will enable us to continue to enter the ULEZ in London. This is ongoing.

Development goals for 2023/24

Site and facilities

- The key priority for this year is to complete the work on the glamping building.
- We aim to complete the outstanding landscaping work around the swimming pool and the maintenance of the residential block roof.
- We will work to replace a number of sections of our external and internal fencing, starting with the areas in most need including the main gate area.
- We aim to re-site the old shop to an area on site where it can be used as a small tea hut and replace it with a container for office storage.
- We hope to be able to re-furbish the Hornbeam toilet block.

Type of work - Programmes

- We review some of our key programmes such as Transition and Common Ground to ensure they are running effectively and fully meeting the changing needs of the young people being referred.
- To increase the capacity of some of our regular learning programmes and ensure that we can meet the demand as far as possible for places on these programmes and for other enrichment programmes.
- To continue to develop how we monitor and evaluate our work to ensure we are able to provide high quality progress reports to referral organisations and to enable us to measure our effectiveness.

Partnerships, Community and Profile

- A key aim for this year is to develop our messaging and a case for support, which will include improving our impact assessment and building on existing monitoring and evaluation work being undertaken as part of the Ernest Cook OWL's Partnership

FUNDRAISING

The Trustees appreciate the role that fundraising plays in our success and thank the staff and numerous volunteers who raise money for us through a variety of means as well as supporting us on the Fun Days when we open the Centre to the public. We are very grateful to the main benefactors who have contributed funds to support the work of the Centre:

- Four Acre Trust
- Jack Petchey Foundation
- Charles S French Charitable Trust
- Ernest Cook Trust
- George Dudley Herbert Trust
- Clothworkers Foundation
- Essex Community Foundation
- Credit Suisse
- Bernard Sunley Charitable Trust
- Ford Britain trust
- Bailey Thomas Charitable Trust
- Epping Forest District Council – Grant aid
- Bruce Wake Charitable Trust
- Leeds Building Society Foundation
- Boshier-Hinton Foundation
- Yellow Car Charitable Fund
- NFU Mutual
- Stewardship

Commissioned by:
London Borough of Havering
London Borough of Redbridge

Fundraising policy

- We are committed to ensuring that we are completely open about our fundraising and spending and follow the Code of Fundraising Practice.
- We undertake fundraising activities to our supporters via formal applications, direct mail and direct contact at events, which is managed by the Centre's Fundraising Coordinator.
- We do not use any third parties to assist with raising funds and have had no complaints during this financial year (2021/22: none).
- We did not receive any complaints with regards to our fundraising activity in the year (2021/22: none).

FINANCIAL REVIEW

Financial year 1st April 2022 to 31st March 2023 is referred to as "2023" and financial year 1st April 2021 to 31st March 2022 is referred to as "2022".

The total income rose to £1,370,365 (2022 £1,097,830). Expenditure rose to £1,004,974 (2022: £893,562). The CEO continues to oversee careful controls of all expenditure and wise stewardship of the funds often generously raised and given. This trading performance resulted in a surplus of £365,393 (2022: Surplus £204,268) in general funds. Our cash position is healthy. And we have been able to fund some refurbishments from our own funds rather than through fundraising support. The charity benefitted from a generous legacy donation of over £108,000 from a former trustee. It is unlikely that this level of surplus will be achieved in future years, as towards the end of the year the new staffing structure reached its full complement and a salary review resulted in significant increases following a number of years of very minimal cost of living increases. Much of the work planned to improve the site and facilities will require investment from our generated surplus.

The trustees consider the charity to be in a healthy position financially.

RESERVES

The Company's reserves policy is aimed at building reserves to a level of six months expenditure, necessitated largely by the peaks and troughs in revenue income, although we do not experience these fluctuations as a result of careful product and service portfolio management. Total funds at 31 March 2023 were £1,280,873 (2022: £915,480) of which £56,749 is related to restricted funds (2022: £72,591).

It is calculated that the winding up costs would now total £170,000 and therefore during the year it is proposed that this amount will be designated as a reserve fund. It is also proposed that a further £100,000 be designated as a contingency fund to be made available when needed during any unforeseen circumstances. These funds will be placed in higher interest accounts to help generate some additional income and to provide protection for our funds. The monthly running costs total approximately £100,000 per month and it has been agreed to keep a minimum of $3^1/_2$ months running costs available in instant access accounts, £350,000.

This would ensure that the Charity has a minimum of cash reserves equivalent to 6 months running costs (£600,000), current cash reserves at 31st March 2023 were £812,027 (31st March 2022 £536,484).

The Board is well aware that we need a keen pricing policy that represents great value for money whilst also acknowledging our reputation and quality provision.

The CEO is charged to ensure that the full cost of delivering the service is recovered. Future new projects should further spread the support costs, in turn reducing the unit cost of all programmes and hopefully will provide additional income streams.

RISK ASSESSMENT

The risk review has been updated and the Board is satisfied that undesirable risks associated with running an adventure centre and farm are managed appropriately. The comprehensive business risk review currently identifies 63 separate risk and categorizes them by:

- Environment
- Financial
- Health and Safety – The risk of a significant accident on-site; this is mitigated by having all activities on site risk assessed with operational procedures for each, including extensive staff training and observations. All processes are checked externally as part of the Charities accreditation with BAPA, Adventure Mark, Learning Outside the Classroom and the Code of Practice for Green Care.
- Operational – In trying to meet the increased demand there is a risk of overstretching the capacity of the centre, which could result in a decline in quality of delivery and loss of reputation. This risk is mitigated with clear strategic objectives to prevent this happening.
- Personnel - Currently the board considers this the most significant risks to business are retaining key personnel and recruiting staff. Implemented staff restructure, salary evaluations and salary uplift to aid recruitment and retention.
- Physical Disaster
- Regulation
- Strategic

Rating them on a scale of intolerable, undesirable, tolerable. All risks are owned by the Board and key management personnel predominantly the CEO. All risks have actions identified to be taken or completed and the risk review is presented to the Board annually using a RAG rating system. This allows for monitoring of outstanding actions.

KEY MANAGEMENT ROLES

The Board remains proactive in planning for resourcing key roles in the charity. These are deemed to be CEO, Programmes Manager, Site and Facilities Manager, Finance Manager and the Fundraising and Marketing Co-ordinator, Pay and remuneration for all roles is benchmarked against the sector and the Human Resources Sub Committee reviews this annually and makes recommendations to the Board for approval.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Company law requires the trustees to prepare financial statements for each financial year 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 these financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP FRS 102 (2019);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 that disclose with reasonable accuracy at any time of the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- 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 auditor is aware of that information.

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

Approved by the Trustees on 6 October 2023 and signed on their behalf by:

T A Richardson (Chair):

G T George (Treasurer):

Independent Auditor's Report to the Members of Lambourne End Limited
Opinion

Opinion

We have audited the financial statements of Lambourne End Limited (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities (including income & expenditure account), the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including 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 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 other information comprises the information included in the trustees' 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.

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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' 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 directors' 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 directors' 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 directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Company and the sector in which it operates and considered the risk of the Company not complying with the applicable laws and regulations including fraud; in particular those that could have a material impact on the financial statements, including financial reporting. In relation to the operations of the Company this included compliance with the Charities Act 2011 and Companies Act 2006.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit, We carried out specific procedures to address the risks identified. These included the following:

- Review of legal fees incurred;
- Reviewing minutes of Trustee Board meetings;
- Agreeing the financial statements disclosures to underlying supporting documentation;
- Enquiring of management including those charged with governance;

- Reviewing key accounting policies and estimates.

We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

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

A further description of our responsibilities is available on the FRC's website at: https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for. 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.

M. Cooper-Davis

Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)
For and on behalf of
Price Bailey LLP
24 Old Bond Street
London
W1S 4AP

Date: 27 October 2023

LAMBOURNE END LIMITED
STATEMENT OF FINANCIAL ACTIVITIES (incorporating the Income and Expenditure account)
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
INCOME:					
Donations & Legacies	2	120,101	-	120,101	*7,182*
Charitable activities:					
Adventure Acivities	3	301,678	76,150	377,828	*330,726*
Learning Programmes	3	298,212	11,735	309,947	*275,141*
Lambourne End Centre facilities	3	130,720	14,547	145,267	*103,840*
Farm & Environment	3	92,654	4,995	97,649	*97,925*
Hands On	3	108,207	-	108,207	*102,412*
Food For Thought	3	211,366	-	211,366	*180,604*
TOTAL INCOME		1,262,938	107,427	1,370,365	*1,097,830*
EXPENDITURE:					
Raising funds:					
Donations		37,146	-	37,146	*24,337*
Charitable activities:					
Adventure Acivities		264,714	28,526	293,240	*243,800*
Learning Programmes		234,802	24,682	259,484	*176,061*
Lambourne End Centre facilities		112,905	-	112,905	*115,717*
Farm & Environment		97,265	3,429	100,694	*113,424*
Hands On		60,936	-	60,936	*85,130*
Food For Thought		140,567	-	140,567	*135,093*
TOTAL EXPENDITURE	7	948,335	56,637	1,004,972	*893,562*
Net incoming resources before transfers	4	314,603	50,790	365,393	*204,268*
Transfers between funds		66,626	(66,626)	-	-
Net movement in funds		381,229	(15,836)	365,393	*204,268*
Funds brought forward		842,889	72,591	915,480	*711,212*
FUNDS AT 31st MARCH 2023		1,224,118	56,755	1,280,873	*915,480*

All amounts relate to continuing operations. There were no other recognised gains or losses in the period.
The notes on pages 25-36 form part of these accounts.

LAMBOURNE END LIMITED **Company Number: 05057695**
BALANCE SHEET AT 31 MARCH 2023

	Notes	2023 £	2023 £	2022 £	2022 £
FIXED ASSETS					
Tangible assets	8		504,845		*360,712*
CURRENT ASSETS					
Stock		30,316		*20,021*	
Debtors	9	101,109		*157,073*	
Cash at bank and in hand		812,027		*536,484*	
		943,452		*713,578*	
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	10	(167,424)		*(158,810)*	
NET CURRENT ASSETS			776,028		*554,768*
NET ASSETS	12		1,280,873		*915,480*
FUNDS					
Unrestricted funds:					
General funds			719,273		*482,177*
Designated funds	8		504,845		*360,712*
			1,224,118		*842,889*
Restricted funds:	11		56,755		*72,591*
TOTAL CHARITY FUNDS	11		1,280,873		*915,480*

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

The financial statements were approved and authorised for issue by the trustees on: 6 October 2023
and signed on their behalf by:

.....
Timothy Richardson

.....
Gordon George

The notes on pages 25-36 form part of these accounts

LAMBOURNE END LIMITED
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	2022 £
Cash flows from operating activities	471,028	*108,062*
Cash flows from investing activities		
Interest income	1,831	*90*
Purchase of tangible fixed assets	(197,316)	*(58,987)*
Cash (used in) investing activities	(195,485)	*(58,897)*
Increase in cash and cash equivalents in the year	275,543	*49,165*
Cash and cash equivalents at the beginning of the year	536,484	*487,319*
Cash and cash equivalents at the end of the year	**812,027**	***536,484***

NOTES TO THE CASH FLOW STATEMENT	**2023 £**	***2022 £***
Reconciliation of Net Income to Net Cash Flow from Operating Activities		
Net income for the reporting period	365,393	*204,268*
Decrease / (Increase) in debtors	55,964	*(90,491)*
Increase / (Decrease) in creditors	8,614	*(47,687)*
Interest received	(1,831)	*(90)*
Add back Depreciation charge	51,392	*44,988*
Gains/losses on Disposal of tangible fixed assets	1,791	-
Decrease/ (Increase) in Stock	(10,295)	*(2,926)*
Net cash (used in)/provided by Investing Activities	471,028	*108,062*
Analysis of Cash and Cash Equivalents		
Cash at bank and in hand	812,027	*536,484*
Analysis of Net Debt:		
Cash at bank and in hand as at 1 April 2022	536,484	*487,319*
Cash flows	275,543	*49,165*
Cash at bank and in hand as at 31 March 2023	**812,027**	***536,484***

The notes to the accounts are shown on pages 25-36 and form part of these financial statements.

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation

The financial statements for Lambourne End Limited of Lambourne End Centre Manor Road, Lambourne End, Romford, Essex, RM4 1NB, a charitable private company limited by guarantee, incorporated in the United Kingdom. The accounts are presented in Great British Pounds and shown to the nearest one pound. 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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Lambourne End Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going Concern

As stated previously, the surplus for the year results in a closing unrestricted funds balance of £1,224,118 compared to £842,889 for 2022. The fund balance remained constant from 2016 – 2020 averaging £490,000 but in the last three years has risen significantly, despite the Covid pandemic and continued investment in the site and facilities. Future bookings and commissions suggest that our work will continue at existing rates and budgets and rolling one year cash flow forecasts which have been produced to reflect this. These are reviewed monthly and presented to the Board bi-monthly. Based on the current budget at the time of agreeing these accounts the Centre's cash flow forecast profiled a balance of £900,000 as of 1st September 2023. Therefore, based on all the evidence available to them, the Board of Trustees believe the charity is a going concern for the foreseeable future.

Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.
No critical accounting judgements and estimates were considered to have been made in the preparation of the financial statements (2022: none).

Fund accounting

Unrestricted funds comprise accumulated surpluses and deficits on general funds. They are available for use at the discretion of the trustees in furtherance of the general charitable objectives. Designated funds are amounts that have been set-aside at the discretion of the Trustees. Restricted funds comprise monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.

Income recognition

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

Donations and gifts

Donations and gifts are included in full in the period in which they are received.

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2023

1. **ACCOUNTING POLICIES (continued)**

Grants
Grants are included in the period in which they are receivable, unless they relate to a specific future period in which case they are deferred.

Income from charitable activities
Income from charitable activities is recognised as earned as the related services are provided.

Expenditure
Expenditure is accounted for on an accruals basis and includes irrecoverable VAT which is reported as part of the expenditure to which it relates. Costs of generating funds are those costs incurred to raise voluntary income and costs of trading activities for the purpose of raising funds.
Charitable expenditure relates to costs incurred in delivering the charity's activities and services to its beneficiaries. Governance costs are costs incurred in meeting the constitutional and statutory requirements of the charity.

Allocation of costs
Staff costs are allocated between direct charitable expenditure and support costs based on the time spent on these activities. Other costs are allocated directly to the relevant heading.

Tangible assets
Tangible assets are shown at cost.
Provision is made for depreciation on all tangible assets at equal annual rates calculated to write off the cost, less estimated residual value over their useful lives that were estimated to be:

- Computer equipment – 3 years, Sports equipment – 3 years, Vehicles – 5 years, Fixtures & Fittings – 5 years, Site equipment – 5 years, and Farm machinery – 5 years.
- Fixed structures - A new lease was signed with effect from 1st July 2015 for 30 years, therefore fixed structures (e.g cabin, swimming pool) are depreciated over 20 years or 10 years (depending on their assessed durability e.g. site fencing).

Current Assets:
Stock
Stocks are valued at the lower of cost and net realisable value. Livestock is valued at net realisable value based on estimates by the Farm Manager derived from reputable external sources such as Farmers Weekly.

Debtors
Short-term debtors are measured at transaction price, less any impairment.

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

Current Liabilities:
Creditors and provisions
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 due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES (continued)

Financial Instruments
The Charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognized at transaction value and subsequently at their settlement value. Fixed assets are recorded at depreciated historical cost and all other assets and liabilities are recorded at cost which is their fair value.

Legal status of the charity
The charity is a private company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. As at 31 March 2023 there were 9 members (2022: 8). The charity was incorporated within England and Wales, and the registered address is Lambourne End Centre, Manor Road, Lambourne End, Essex, RM4 1NB.

Employee benefits:

Short term benefits
Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits
Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Pension scheme
Currently only four staff are on the defined contribution pension scheme operated by Lambourne End Ltd for their benefit. The assets of the scheme are held independently from those of Lambourne End Ltd in an independently administered fund. Other employees who are eligible under auto-enrolment are on the new scheme which started in 2018-19. The pensions costs charged in the financial statements represent the employer's contributions payable during the year. TPT Retirement Solutions estimated pension debt on withdrawal at 30th September 2022 is £1,882.

2 DONATIONS & LEGACIES

	2023 £	2022 £
Donations (from individuals inclusive of Gift Aid)	11,365	*7,182*
Legacies	108,736	-
	120,101	*7,182*

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2023

3. INCOME FROM CHARITABLE ACTIVITIES

	2023	2022
	£	£
Adventure Activities	377,828	*330,726*
Learning Programmes	309,947	*275,141*
Lambourne End Centre Facilities	145,267	*103,840*
Farm & Environment	97,649	*97,924*
Hands On Programme	108,207	*102,412*
Food For Thought	211,366	*180,604*
	1,250,264	*1,090,648*

Restricted income from charitable activities in the year amounted to £107,427 (2022: £115,361)

4. NET INCOME FOR THE YEAR

	2023	2022
	£	£
This is stated after charging:		
Depreciation	51,392	*44,988*
Auditors' remuneration - Audit fee	11,145	*11,815*

5. EMPLOYEES AND STAFF COSTS

	2023	2022
	£	£
Staff costs were as follows:		
Wages and salaries	588,186	*533,642*
Social security costs	40,895	*41,598*
Pension costs	16,855	*12,583*
Other staff costs	10,058	*6,979*
	655,994	*594,802*

No member of staff received remuneration exceeding £60,000 during the period (2022: none).
Total employee benefits of the key management personnel of the Trust were £252,301 (2022: £250,839). There were no redundancy or termination payments in the year (2022: none). The key management personnel of the charity are considered to be the; CEO, Programmes, Site and Facilities and Finance Managers, Fundraising & Marketing, Adventurous Activities, Farm, Learning Programmes and Food For Thought, Coordinators.

Staff Numbers:	2023	2022
The weekly average number of employees was:		
Full-time	21	*19*
Part-time (Full-time equivalent)	9	*12*
	30	*31*

6. TRUSTEES' REMUNERATION AND REIMBURSED EXPENSES

No trustee received remuneration for his or her services during the period (2022: no trustees).
No Trustee received reimbursed expenses for travel during the period (2022: £Nil) and no training costs were incurred (2022: £Nil).

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2023

7. ANALYSIS OF TOTAL EXPENDITURE

	Staff costs	Other	Dep'n	Total 2023	*Total 2022*
	£	£	£	£	*£*
Cost of generating funds					
Costs of generating voluntary income	28,227	8,919	-	37,146	*24,337*
Charitable activities:					
Adventure Activities	181,308	94,022	17,910	293,240	*243,800*
Learning Programmes	191,880	63,900	3,704	259,484	*176,061*
Lambourne End Centre facilities	45,485	47,451	19,969	112,905	*115,717*
Farm and the environment	54,978	38,949	6,767	100,694	*113,424*
Hands on	45,287	14,591	1,058	60,936	*85,130*
Food For Thought	108,829	29,754	1,984	140,567	*135,093*
Sub total	627,767	288,667	51,392	967,826	*869,225*
Total:	**655,994**	**297,586**	**51,392**	**1,004,972**	***893,562***

	Direct	Support	Total 2023	*Total 2022*
	£	£	£	*£*
Cost of generating funds				
Costs of generating voluntary income	37,146	-	37,146	*24,337*
Charitable activities:				
Adventure Activities	172,788	120,452	293,240	*243,800*
Learning Programmes	143,186	116,298	259,484	*176,061*
Lambourne End Centre facilities	67,217	45,688	112,905	*115,717*
Farm and the environment	63,313	37,381	100,694	*113,424*
Hands on	27,708	33,228	60,936	*85,130*
Food For Thought	78,264	62,303	140,567	*135,093*
Sub total	552,476	415,350	967,826	*869,225*
Total:	**589,622**	**415,350**	**1,004,972**	***893,562***

Prior year comparative	*Direct*	*Support*	*Total 2022*
	£	*£*	*£*
Cost of generating funds			
Costs of generating voluntary income	*24,337*	-	*24,337*
Charitable activities:			
Adventure Activities	*168,736*	*75,064*	*243,800*
Learning Programmes	*100,997*	*75,064*	*176,061*
Lambourne End Centre facilities	*59,419*	*56,298*	*115,717*
Farm and the environment	*57,126*	*56,298*	*113,424*
Hands on	*28,832*	*56,298*	*85,130*
Food For Thought	*78,795*	*56,298*	*135,093*
Sub total	*493,905*	*375,320*	*869,225*
Total:	***518,242***	***375,320***	***893,562***

Of the total cost of £1,004,972, £56,637 (2022: £74,579) were attributable to restricted funds and £948,335 (2022:

£893,562) were attributable to unrestricted funds.

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2023

7. ANALYSIS OF TOTAL EXPENDITURE (continued)

Analysis of Support costs	**Total 2023**	**Total 2022**
	£	**£**
Staff costs	228,017	220,471
Light, heat, rates, insurance & water	76,709	59,884
Travel costs	15,501	15,765
Printing, postage, stationery, telephone & computer	23,325	14,313
Professional fees (**less** Gov [audit costs, etc])	7,125	3,932
Sundry costs	40,300	39,072
Depreciation	13,228	10,068
Governance costs (Audit fees, etc)	11,145	11,815
Total	415,350	375,320

The support costs allocation is based on the number of staff within each charitable activity, following the staff restructuring and growth of the staff team these percentages have been recalculated to reflect the current situation. Resulting in 29% Adventure Activities (2022: 20%), 28% Learning Programmes 11% (2022: 20%), 9% Farm and Environment (2022: 15%), 8% Hands On (2022: 15%), and 15% Food For Thought projects (2022: 15%).

8. TANGIBLE FIXED ASSETS

	Motor Vehicles	Computer Equipment	Site Equipment	Sports Equipment	Facilities Equipment	Farm Equip & Machinery	Total
	£	£	£	£	£	£	£
Cost							
At 1 April 2022	10,500	1,112	76,393	115,853	341,821	34,967	580,646
Disposals	-	-	(3,210)	(2,679)	(600)	(539)	(7,028)
Additions	-	1,658	25,780	123,715	29,128	17,035	197,316
At 31 March 2023	10,500	2,770	98,963	236,889	370,349	51,463	**770,934**
Depreciation							
At 1 April 2022	6,299	494	26,900	34,805	137,523	13,913	219,934
Disposals	-	-	(1,868)	(2,679)	(600)	(90)	(5,237)
Charge for the year	2,100	355	10,773	14,074	18,514	5,576	51,392
At 31 March 2023	8,399	849	35,805	46,200	155,437	19,399	**266,089**
Net Book Value							
31 March 2023	**2,101**	**1,921**	**63,158**	**190,689**	**214,912**	**32,064**	**504,845**
31 March 2022	4,201	618	49,493	81,048	204,298	21,054	360,712

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2023

9. DEBTORS

	2023	2022
	£	£
Accounts receivable	93,293	*129,937*
Accrued income	382	*19,409*
Prepayments	7,434	*7,725*
	101,109	*157,071*

10. CREDITORS: amounts falling due within one year

	2023	2022
	£	£
Other creditors & accruals	95,023	*85,840*
Fees in advance	49,097	*41,798*
Other Tax & social security costs	1,900	-
Wellgate	21,404	*31,172*
	167,424	*158,810*

Movement in deferred income is as follows:

	2023	2022
	£	£
Deferred income brought forward	41,798	*94,678*
Released from prior years	(41,798)	*(94,678)*
Income deferred	49,097	*41,798*
	49,097	*41,798*

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2023

11. FUNDS

	Balance at 31 March 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2023 £
General Funds	**842,889**	**1,262,938**	**(948,335)**	**66,626**	**1,224,118**
Restricted Funds					
Adventure Activities:					
Activity equipment:					
- Charles French - Equipment	500	-	(500)	-	-
- Essex County Council - Equipment / Minibus	386	-	-	-	386
- Percy Bilton Charity	477	-	(26)	-	451
Sub Total	1,363	-	(526)	-	837
Pool Refurbishment					
- Essex Youth Trust EYT Pool	4,665	-	-	-	4,665
- Bernard Sunley Foundation	5,000	-	-	-	5,000
- Ford Britain Trust	2,160	-	-	-	2,160
Pool Refurb 2021-22	11,825	-	-	-	11,825
Pool Refurb	-	-	-	(51,825)	(51,825)
- Baily Thomas	-	10,000	-	-	10,000
- Bruce Wake Foundation	-	3,000	-	-	3,000
- Clothworkers	-	22,000	-	-	22,000
- EFDC	-	5,000	-	-	5,000
Sub Total	11,825	40,000	-	(51,825)	-
Ernest Cook - OWLs	26,500	33,500	(28,000)	-	32,000
New Archery Shelter - rebuild (after storm damage): - Sport England	13,200	-	-	(13,200)	-
Boshier Hilton - Crossbow	-	2,000	-	-	2,000
Leeds BS - Equipment	-	650	-	(650)	-
Learning Programmes:					
Jack Petchey - Intern	9,647	6,735	(16,382)	-	-
Common Ground					
- Essex CF	-	5,000	-	-	5,000
- Common Ground	-	-	(8,300)	-	(8,300)
Essex Council for Voluntary Youth Services	500	-	-	-	500
Ground	1,000	-	-	-	1,000
- Essex CC Kickstart	1,800	-	-	-	1,800
Sub Total	3,300	5,000	(8,300)	-	-

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2023

11. FUNDS (continued)	Balance at 31 March 2022	Income	Expenditure	Transfers	Balance at 31 March 2023
Farm & Environment Improvements:					
Jack Petchey - Volunteers	2,125	4,945	(3,149)	-	3,921
Rotary Club - Farm project	171	-	-	-	171
Bee Keeping / Apiary:					
- Postcode Local Trust	969	-	-	-	969
- Rotary Club (Leytonstone & Woodford)	535	-	(230)	-	305
Sub Total	1,504	-	(230)	-	1,274
Permaculture	-	50	(50)	-	-
Food For Thought:					
Garden Improvements	2,000	-	-	-	2,000
Support Projects:					
Reaching Out initiatives:					
- AWA (Awards for All)	951	-	-	(951)	-
Facilities:					
Attkins - Classroom	-	13,121	-	-	13,121
Bowden & Bradley - Classroom	-	300	-	-	300
Crowdfunder - Classroom	-	1,126	-	-	1,126
Sub Total	-	14,547	-	-	14,547
Small Balances remaining	5	-	-	-	5
Total Restricted Funds	**72,591**	**107,427**	**(56,637)**	**(66,626)**	**56,755**
TOTAL (General + Restricted Funds)	**915,480**	**1,370,365**	**(1,004,972)**	**(0)**	**1,280,873**

Funds Commentary
Comparative fund movement is included in Note 17. Transfers have been made from restricted funds and into general funds when the terms of the restriction have been met.

Pool Refurbishment
The refurbishment of our swimming pool, originally created in 1936, and re-landscaping of the surrounding area, including re-fencing. To ensure the pool is safe, secure, and fit for purpose, to provide the base for a number of water-based activities, including swimming, kayaking and raft building.

Ernest Cook
Funding to run Outdoor Weeks of Learning (OWL's) for 60 young people from disadvantaged backgrounds, who have very little opportunity to access the countryside and connect with nature.

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2023

11. FUNDS (continued)

Archery Shelter re-build
The re-building of our archery shelter that blew over in gale-force winds. Funded by Sport England's emergency fund to support sports facilities damaged by the storm.

Common Ground
Funding sought to support a programme for people with poor mental health, experiencing loneliness and feeling isolated. The funding supported individuals to attend on a regular basis to work on land-based projects around the site to connect with nature and each other.

Beekeeping
Grants to provide beekeeping equipment, materials and resources to enable us to set up an apiary on site as an educational resource.

Facilities
Funding to refurbish a modular building, donated to the Centre by a local school, to provide a classroom base for schools and organisations wanting to utilise the Centre to enhance young people's curriculum with outdoor learning.

12. ANALYSIS OF NET ASSETS

	General Fund £	Designated Fund £	Restricted Fund £	Total 2023 £	*Total 2022 £*
Tangible fixed assets	-	504,845	-	**504,845**	*360,712*
Current assets	886,697	-	56,755	**943,452**	*713,578*
Current liabilities	(167,424)	-	-	**(167,424)**	*(158,810)*
Net Assets	719,273	504,845	56,755	**1,280,873**	*915,480*

13. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year (2022: None).

14. TAXATION

Lambourne End Limited is a registered charity and therefore is not liable to income tax or corporation tax on income or gains derived from its charitable activities, as they fall within the various exemptions available to registered charities.

15. LIABILITY OF MEMBERS

The charity is constituted as a company limited by guarantee and has no share capital.

16. PENSION COMMITMENTS

The charity operates a defined contributions pension scheme. Pension costs for the period have been charged at £16,855 (2022: £12,583), as outlined above. The year-end pension creditor is £nil (2022: £nil).

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2023

17 COMPARATIVE FUNDS

	Balance at 31 March 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2022 £
General Funds	**669,130**	**982,469**	**(818,984)**	**10,274**	**842,889**
Restricted Funds					
Activity equipment:					
- Charles French - Equipment	-	500	-	-	500
- Essex County Council - Equipment / Minibus	1,196	-	(810)	-	386
- Epping Forest DC - Grants for Groups	16	-	(16)	-	-
- Percy Bilton Charity	-	477	-	-	477
Sub Total	1,212	977	(826)	-	1,363
Pool Refurbishment:					
- Essex Youth Trust	10,000	1,399	-	-	11,399
- Bernard Sunley Foundation	5,000	-	-	-	5,000
- Ford Britain Trust	2,160	-	-	-	2,160
- Other	-	-	-	(6,735)	(6,735)
Sub Total	17,160	1,399	-	(6,735)	11,824
Ernest Cook - OWLs	-	60,000	(33,500)	-	26,500
New Archery Shelter - rebuild (after storm damage):					
- Sport England	-	13,200	-	-	13,200
Learning Programmes:					
Jack Petchey - Intern	-	27,234	(18,587)	-	8,647
Common Ground					
- Essex CC Kickstart	-	5,000	-	-	5,000
- Jack Petchey	-	5,000	-	-	5,000
- Other	-		(8,200)		(8,200)
Sub Total	-	10,000	(8,200)	-	1,800
Essex Council for Voluntary Youth Services	-	500	-	-	500
Facilities improvements:					
Essex Community Fund:					
- Minter Family Foundation	3,000	-	-	(3,000)	-
Farm & Environment Improvements:					
Farm Improvements					
- Jack Petchey	(220)	2,550	(1,601)	-	729
- Essex Youth Trust - Site (farm/garden)	1,938	(1,399)	-	(539)	-
Jack Petchey - Volunteers	2,395	-	-	-	2,395
Rotary Club - Farm project	171	-	-	-	171
Bee Keeping / Apiary:					
- Postcode Local Trust	969	-	-	-	969
- Rotary Club (Leytonstone & Woodford)	1,500	-	(965)	-	535
Sub Total	2,469	-	(965)	-	1,504

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2023

17. COMPARATIVE FUNDS (continued)

	Balance at 31 March 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2022 £
Food For Thought:					
Garfield Weston Foundation - Learning					
- FFT Co-Ordinator	10,000	-	(10,000)	-	-
Garden Improvements	2,000	-	-	-	2,000
Support Projects:					
Site Improvements:					
Chapman Charitable Trust - Common Ground	1,000	-	-	-	1,000
Reaching Out initiatives:					
- AWA (Awards for All)	952	-	-	-	952
Apprentice Grant					
National Lottery Community Fund	135,860	-	(2)	(1)	135,857
- Equipment & materials	(17,977)	-	-	-	(17,977)
- Running costs	(38,842)	-	-	-	(38,842)
- Salaries	(79,036)	-	-	-	(79,036)
Sub Total	5	-	(2)	(1)	2
Asda Foundaton - Open Day	-	900	(900)	-	-
Total Restricted Funds	42,082	115,361	(74,578)	(10,274)	72,591
TOTAL (General + Restricted funds)	711,212	1,097,830	(893,562)	-	915,480

18. COMPARATIVE ANALYSIS OF NET ASSETS

	General Fund £	Designated Fund £	Restricted Fund £	Total 2022 £
Tangible fixed assets	-	360,712	-	360,712
Current assets	640,987	-	72,591	713,578
Current liabilities	(158,810)	-	-	(158,810)
Net Assets	482,177	360,712	72,591	**915,480**

LAMBOURNE END LTD

England & Wales - Charity number 1105063

Accounts

LAMBOURNE END LIMITED

Charity Registration Number: 1105063

Company Number: 05067695

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2022

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Trustees/Directors:	Timothy Andrew Richardson (Chair) James Joseph Shepley Gordon Thomas George (Treasurer) Micah Jethro Gold Marianne Layburn Christopher James Paul Mathias Susan Head (resigned 24th September 2021) Caroline Rouse Rachel Grimwood (appointed 23rd July 2021)
CEO & Company Secretary:	Rob Gayler
Registered office:	Manor Road Lambourne End Essex RM4 1NB
Auditors:	Price Bailey LLP 24 Old Bond Street London W1S 4AP
Bank:	Unity Trust Bank Nine Brindley Place Birmingham B1 2HB
Solicitors:	None appointed at present
Charity information:	Lambourne End Limited is both a company registered in England under Registration No. **05067695** and a registered charity under Registration No. **1105063**.
Governing Deed:	Memorandum and Articles of Association

The Trustees, who are also the Directors for the purposes of company law, present their Annual Report and the audited financial statements for the year ended 31 March 2022 which have been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities and the Companies Act 2006.

STRUCTURE AND GOVERNANCE

The Company was formed in 2004 originally with four members: Aston-Mansfield, who is the Trustee of the Lady Trower Trust, which owns the site, and three East London YMCAs (City, Forest and Hornsey – now North London YMCA).

Since those early days, the company has moved on and the Board of Trustees adopted revised Articles of Association that has allowed us to release those founding members from their commitments and appoint trustess that better reflect the work of the charity now.

The Company is directed by a Board of Trustees which meets every other month, with the Chief Executive Officer (CEO), Minutes Secretary and other senior staff in attendance, as appropriate. The Board is responsible for ensuring good governance, setting direction, establishing policies and a business strategy and plan, which the Chief Executive Officer is responsible for implementing. Between meetings he draws on the particular expertise of individual trustees, as appropriate. In addition, the Chair meets with the CEO between Board meetings.

The Board, whose members are the Trustees of the charity and Directors of the Company, consists of individuals who are passionate about and committed to the work of the Charity. One Trustee position is available for a nominated person by Aston Mansfield (a founding member organization and representing the Trower Trust). The collective experience of the Board is planned to cover the main functions of the Company (finance, human resources, marketing, etc.) whilst also bringing sector expertise such as health, education and corporate. This year has seen some long serving Trustees resigning for sound reasons and the recruitment of some inspirational new Trustees to continue the work. New trustees are provided with a comprehensive induction and provided with relevant governance training.

The trustees have in place arrangements for setting the pay and remuneration of the charity's Executive Team. The remuneration of key management personnel is reviewing annually in a process led by the Chair of Trustees which includes benchmarking against pay levels of charities of a similar size.

The Board operates effectively through other working groups/committees – fundraising and marketing; human resources; strategic planning; user forum.

AIMS AND PUBLIC BENEFIT

The company's charitable objects are:

1. To provide or assist in the provision of facilities for people of all ages with the object of improving their conditions of life and in the interests of their spiritual, moral, social, educational and physical welfare and to build the skills and capacities of people and communities.
2. To provide educational opportunities for people of all ages including environmental and conservation matters.
3. To provide or assist in the provision of relief from poverty.
4. To promote, or assist in the promotion of, understanding between Christianity and all faiths.

The Trustees believe that all these objects inherently contribute public benefit. Although fees are charged for services rendered, the Company raises funds that subsidise the true cost of provision, thus enabling more underprivileged children and young people to participate. Corporate client groups engaging in Corporate Social Responsibility represent only a very small percentage of the groups using the Centre and although their employers benefit indirectly, the primary beneficiaries remain the individual, and the Centre, as they complete much needed work to assist its charitable work. The Trustees confirm that they have complied with their duty to have regard to the public benefit guidance published.

The main aim of activities is to promote personal and social development opportunities for children and young people predominantly from London and Essex in an outdoor setting. This is achieved through the provision of a growing range of challenging outdoor activities and learning programmes, and increasingly through the provision of targeted alternative education services to support local schools and authorities and to provide short break opportunities for people with disabilities or additional needs.

The Centre continues to build a strong reputation for delivering programmes over a longer term with key clients that have a profound impact on the lives of young people, raising their confidence, self-esteem, work skills and motivation.

OVERVIEW

This report is in two sections. The majority of the report reviews the past year and there is a section referencing the future impact of the global Covid 19 pandemic upon the work of the charity.

Section 1

The year 2021-2022 has been a year in which all businesses and charities have had to find ways to bounce back after the pandemic began to slow. The aftermath of the pandemic has been huge as it impacts all aspects of society – families, schools and communities. Ordinary life patterns before March 2020 have, during the year in question (21/22) had to change with many more people choosing change in jobs and limiting contact with others. For us at Lambourne End, we too have had to adapt whilst also finding ourselves in a strong position to help families, schools and communities to restart. Throughout the year, the Board and Management Team have been working closely together to ensure that we comply with ever changing guidelines and optimise our fortunate position being an outdoor centre that offers opportunities for people to come back together in the safety of the wide space at Lambourne End.

Our range of services and programmes has meant that we have been remarkably busy throughout the year. Be it through the provision of complimentary education for schools and families or the adventure academy that was hugely popular for children in school holidays, amongst other things, we have found that the combination of our expertise, our welcome, our accessibility and outdoor location has been in demand.

During the year, the staff team has been under considerable strain because of the increase in demand at a time when some of the team have themselves been impacted by Covid and also as some of our more experienced members have moved on to other roles and parts of the country. Nonetheless, the Board has recognised the tremendous commitment of the CEO and his team to deliver truly amazing outcomes.

At the end of this financial year, the centre is in a strong financial position having for the first time in our history achieved £1million income across all the aspects of the work. Costs have been managed prudently which has resulted in a strong surplus. The Board wants to acknowledge those members of the Board who have been on the journey from the outset in 2004 and especially Rob Gayler CEO since the beginning, who between them have seen this progression from meagre turnovers of £200k and large losses, to the current position of stability. The charity has now achieved levels of reserves that we have aspired to for some time and in line with our objectives.

As a result in comparison to 31st March 2021 to the 31st March 2022 the:-

- Annual income increased from £890,179 to £1,097, 830
- Expenditure increased from £674,676 to £893,563
- The reported surplus remained strong at £204,267 compared with £215,503.

The Board considers Lambourne End Ltd to be very well positioned to continue to deliver great services and cement its strong brand locally in East London and Essex.

The Centre's strategy continues to focus on two areas. Firstly to continue to do what we do well with increasing excellence and penetration into local authorities, schools and other groups. Clearly we will aim to expand this aspect of our work to more users. Secondly, to develop our offerings to our local (and wider) communities maximising the use of the facilities that we have on site and exploring adding new and imaginative ones.

The Charity has once again renewed its formal registration with OFSTED for the provision of weekend overnight breaks for young people with disabilities or additional needs, to enable the Centre to deliver overnight residential respite to young people with disabilities, if a commissioner requests such a service.

We recognise that without the support of many of our longstanding donors and some new supporters, the Centre would struggle. We are truly grateful to all our supporters who donated money and took part in a variety of imaginative

fundraising activities including our increasingly popular Open Days. Our community of volunteers continues to astound us with their willingness to give their time and energy for the centre.

Section 2

Covid 19 Pandemic ongoing implications as at July 2022

During the past year, the Centre complied fully with all Government guidelines and laws, and the Board has instructed the Management Team to continue to do so as these evolve. This means that we have drafted policies addressing social distancing, the wearing of masks and other PPE, the establishment of a testing regime for staff and how our users are served most effectively.

Over the last year, the Centre has been able to be fully functional within these policies and the signs around demand for our services are extremely encouraging.

Given our unique proposition using the outdoors, we have seen that we are positioned strongly to provide educational and learning opportunities that are safe. Management continues to report bi-monthly to the Board / Chair about the Covid situation and we foresee this continuing, even as Covid's potency diminishes. We recognise that many of our customers will be vulnerable people and we take seriously the continued need for vigilance.

The Board of Trustees believes the charity remains a going concern.

Each year we like to include some current comments and feedback that we have received as an affirmation of how we are doing.

"This is the best school trip I have ever been on!"

"I thought all the staff were excellent and really good with our group – really professional."

"WOW what a year it has been, who would have thought that Cameron would still be at Lambourne End 12 months later..... But I believe this has been a true blessing and we have been very lucky to have been given this opportunity and wish to say massive THANK YOU for accepting Cameron onto your programme and guiding him on the right journey/path – it's been a real privilege and experience for him/us.

We wanted to express how truly and VERY grateful we have been for ALL your help and ALL the support you/the team have provided Cameron and myself. I am really hoping things will work out at Marshalls Park Academy and he makes the right choices alongside the support of Mr Pilley and the SENCO team.

You have been caring, kind, supportive throughout and the communication/relationship has been great – you saw Cameron's abilities and always pushed him and stayed positive.

Many thanks again to you and all the team at Lambourne End we will always be indebted to your organisation."

"Your instructors are worth their weight in gold. Martha was amazing with my child yesterday, she's an amazing instructor."

The best thing about the Family Fun Day is...

- "Open friendly environment
- Didn't feel stressed
- Was understood
- People were there to help
- Felt so comfortable
- The activities were great

- Tried new things which we probably have never done before

I didn't know Lambourne End did this for the children. I am very new to this environment and I am extremely happy that I could bring two of my SEN children to a safe friendly environment where me and my children felt wanted. It's a brilliant place, it's extremely difficult during holidays and having this place to come to was so good. For once I have a place to go with my boys; we need more places like this."

"One of our young people who has attended Lambourne End for six months plus with us had his last session today. As we were leaving he asked to say goodbye to Robbie, who he has a particularly good rapport with. He shared that he sees Lambourne End as 'another home' and that Lambourne End days have been the 'best days of my life.' Just wanted to feed this back to your team, as our young people really do benefit from and appreciate the sessions we have with you all."

"The staff are brilliant here. Laughs all round. We come every year and will continue to do so."

"My son really enjoyed himself He was very happy when we come to pick him up. Can't wait to come again. Thank you for making it such a fun day full of exciting activities."

"It has been a truly wonderful, memorable day. The kids loved all the activities equally. Instructors were well organised and fantastic during the day."

"I observed members of staff being very creative in involving children from another family who were really adamant that they weren't staying. It's lovely to be in such an accepting environment."

"Please pass this on to all the staff – I would like to say a massive thank you to all the staff and volunteers who have made Lambourne End a place to go and feel safe and thank you for putting up with me for a year and helping me progress."

"I think the way the day was run was excellent and all staff were friendly and helpful and professional in the knowledge of the activity we were participating in. ☺"

"Thank you so much for creating an outstanding couple of weeks for my daughter at camp. She absolutely loved it and said it couldn't have been better. The amount of incredible activities you offer there is phenomenal. All on an amazing farm setting with brilliant staff; I can't believe that we're lucky enough to have this on our doorstep. What a fantastic camp – I'm just envious that I can't attend as a parent!"

"I think having a child with autism it is always good to be aware of what they can be capable of and my son learning new skills in a safe environment is amazing."

"Our visit really helped build the young people's friendships and solidify their relationships with non stop laughing from beginning to end."

"Bowled over by the friendliness of all the staff and the warm welcome we received. Great fun doing the activities."

"It never ceases to amaze me how helpful, professional, kind and knowledgable the team are at Lambourne End. We love the activities and being in nature, thank you for everything you do. Hope to see you soon!"

"I just wanted to say a huge thank you for your flexibility with our group and being so accommodating with the programme and activities lined up for our vulnerable children. A big thank you to all of the instructors who worked with our group, they were incredibly helpful and did a good job tailoring the activities to the children's needs and ensured that things ran smoothly for our group. We had a very successful time with you."

The best thing about the Family Fun Days is "The instructors! Always so friendly , encouraging and supportive. My son always feels comfortable here and really enjoys it. The activities are loads of fun, we had an excellent day!."

"It's fantastic for us to be in a safe and really inclusive environment for kids with special needs."

"The most excellent instructors made our young people more confident, which helped them to push themselves. A real credit!"

"They said it was the best day of their lives!"

"The Farm Tour was epic! I got to hold the chick and touch the guinea pig. Kiera and Peter are the BEST! Thank you so much, they made my day amazing."

"What a fantastic event it was yesterday; thoroughly enjoyed by all who took part. Please pass on our thanks to all group leaders, they made it so memorable and fun."

"It's brilliant to have the ability to enjoy doing activities in a safe and inclusive environment without the fear of public judgement."

"Amazing opportunities to try something new and bond as a group. The staff here are amazing!"

"Having access to these activities is a must. My son is getting confident and talking, which is amazing....."

"My daughter thoroughly enjoyed her day, as she always does. She particularly loved the Pony and Cart session and grooming the horse. My daughter seems less anxious when at Lambourne End."

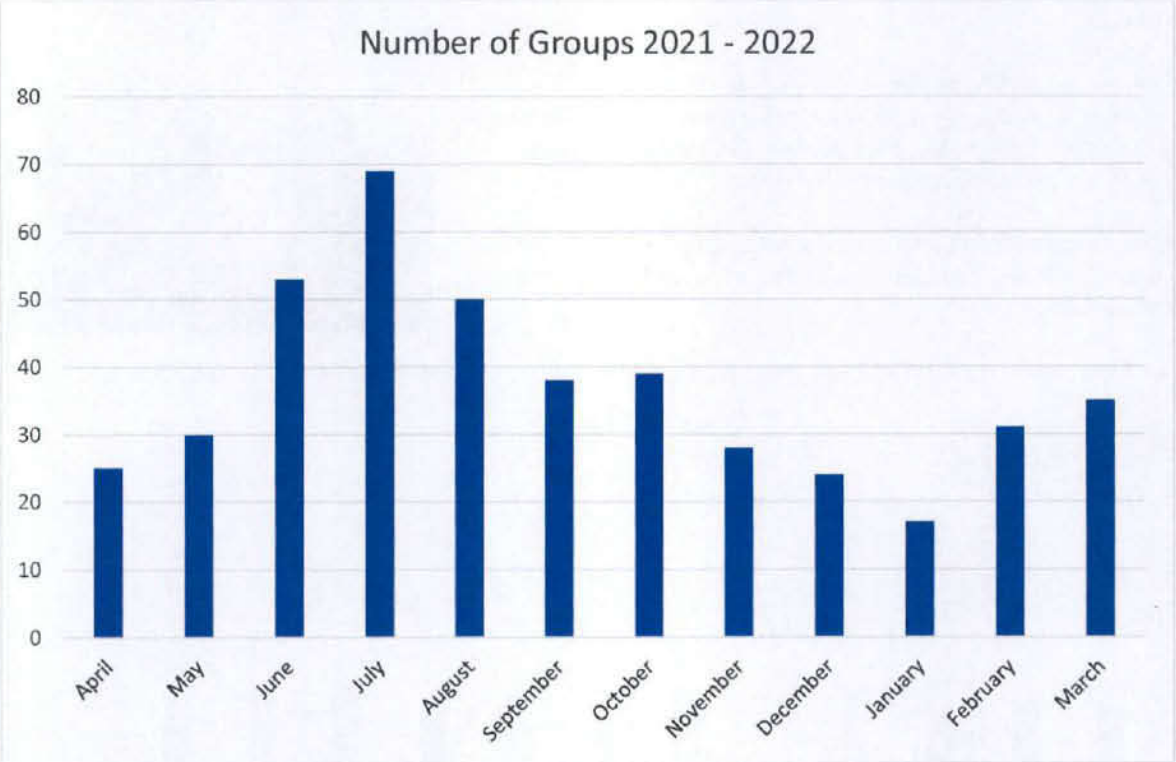
"Watching our young people with additional needs taking part in and accessing activities they would otherwise not be able to do meant the world to us!"

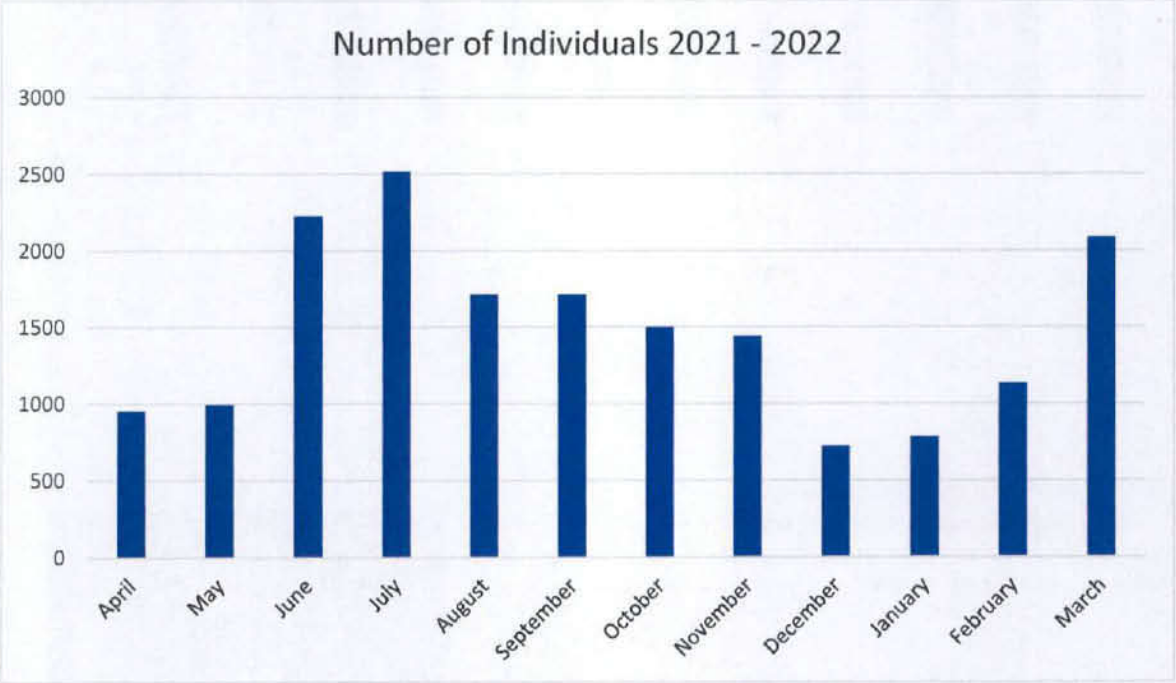
"Being here is fantastic; it's my favourite place to go in the whole wide world."

"Fantastic trip. The staff were very welcoming and understanding of our children's needs. Activities were great. The children were encouraged to really challenge themselves and to try something new. Staff quickly built a rapport with myself and our staff team, and the children. The activities were well chosen and enjoyed by all."

"I was at Lambourne End today with Accuro. We have the most amazing day. I would like to thank Dave, Molly and Rob for being such fab instructors, how they interacted with our young people (who all have additional needs) was fantastic, encouraging them and building their confidence in a warm and friendly way. A personal thank you to Dave for giving me the courage to go on the zip wire. I am petrified of heights and didn't think I would be able to do it, but Dave was 'calmly' reassuring and I just trusted him. You guys do an amazing job. Thank you."

"It's been amazing to see my son develop over the last few years at Lambourne End. The best thing has been seeing him form and build connections with the people here, and as you've got to know him you've been able to push and challenge him more. We've always felt so looked after and supported at Lambourne End and today was an increbible day. Thank you for everything."





ALTERNATIVE PROVISION PROGRAMMES

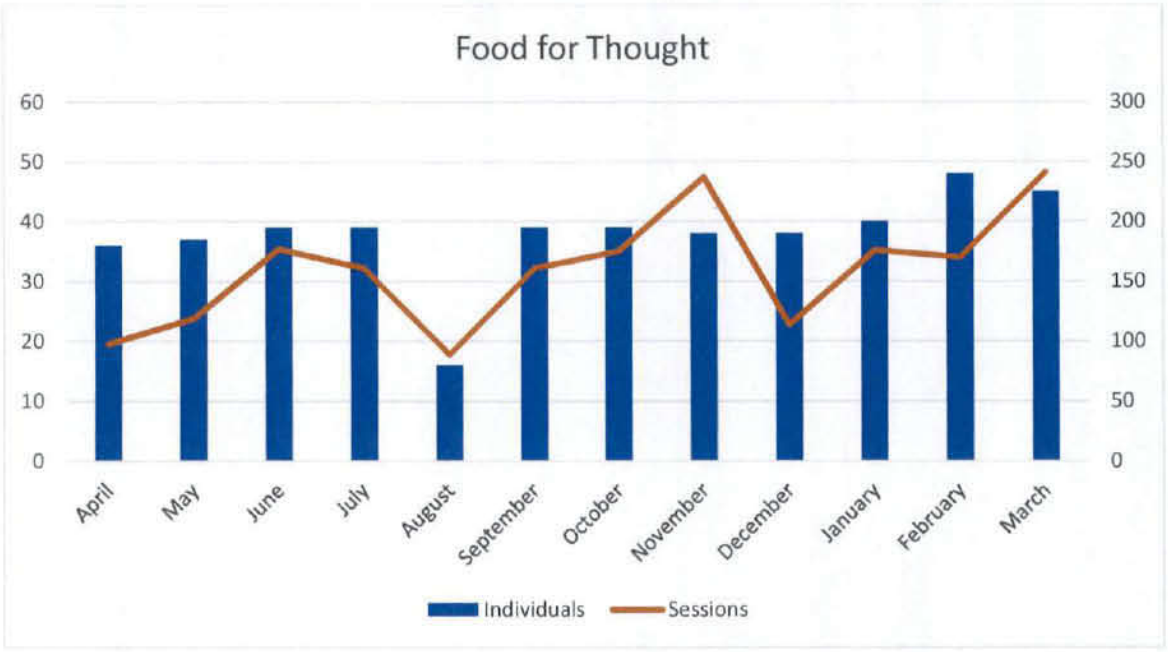
As the centre has grown its provision of longer term educational programmes that utilise the variety of activities available, we want to emphasise this now as a key part of our reporting, and as such list below levels of activity for a number of our key programmes.

Food for Thought

Improving health and wellbeing through gardening.
Food for Thought provides a supportive environment which helps people develop practical and life skills whilst gaining confidence, increasing self-esteem, feeling valued and developing social skills.

It suits young people with special educational needs, poor mental health including anxiety, or low confidence, and those needing assistance with transition into adulthood.

This year we have provided a total of 1,918 sessions (2020/2021: 860) for 68 young people (2020/2021: 54).

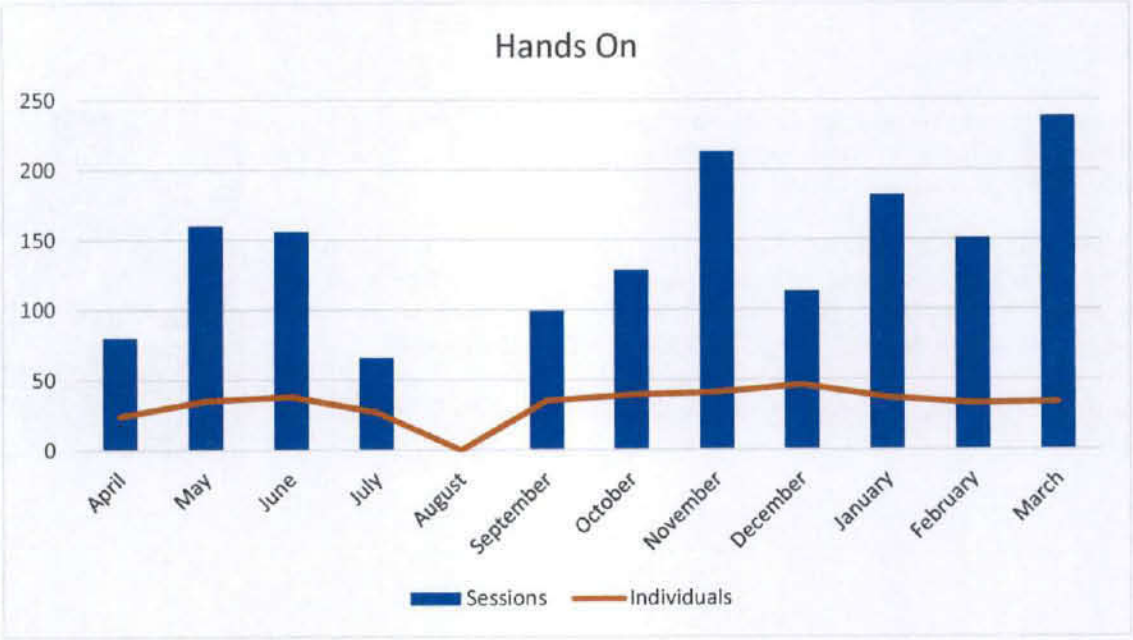


Hands On

Animal focussed land-based vocational training.
Hands On is an integrated programme of farm, environmental and land-based activities designed to build young people's confidence and self-esteem, address challenging behaviour, develop new skills and raise aspirations.

This project is aimed at young people who learn better through 'doing'. Ideally suited to young people not coping in mainstream curriculum whether it be through poor school attendance, low or under achievers, people with low confidence or self-esteem, with additional needs or exhibiting challenging behaviour, and for people interested in future careers in land-based industries.

This year we have provided a total of 1,586 sessions (2020/2021: 1,104) for 86 young people (2020/2021: 40).

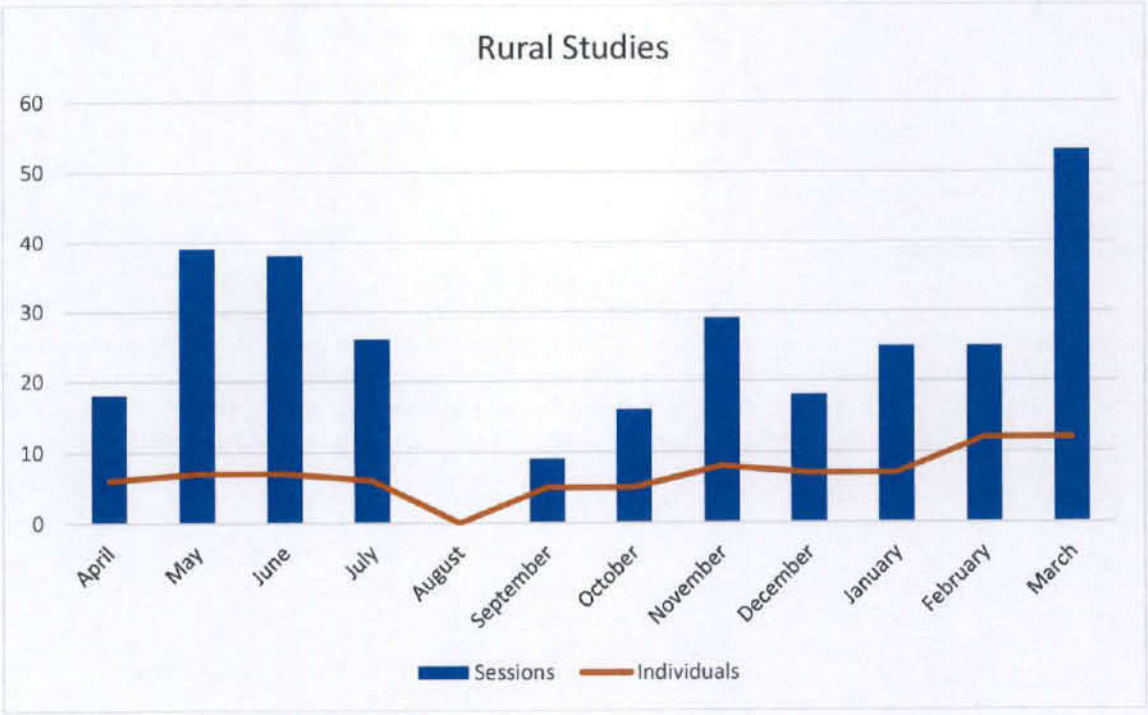


Rural Studies Programme

Topic based learning to enhance the curriculum.
A programme of farm, environmental, gardening and team work activities, which provide interesting topics for cross curricular study in our 54 acre classroom.

This project is a stimulating and exciting way to meet elements of the curriculum for KS 1 and 2 and those from KS 3 and 4 with special educational needs who find studying in the classroom challenging.

This year we have provided a total of 296 sessions (2020/2021: 426) for 20 young people (2020/2021: 10).

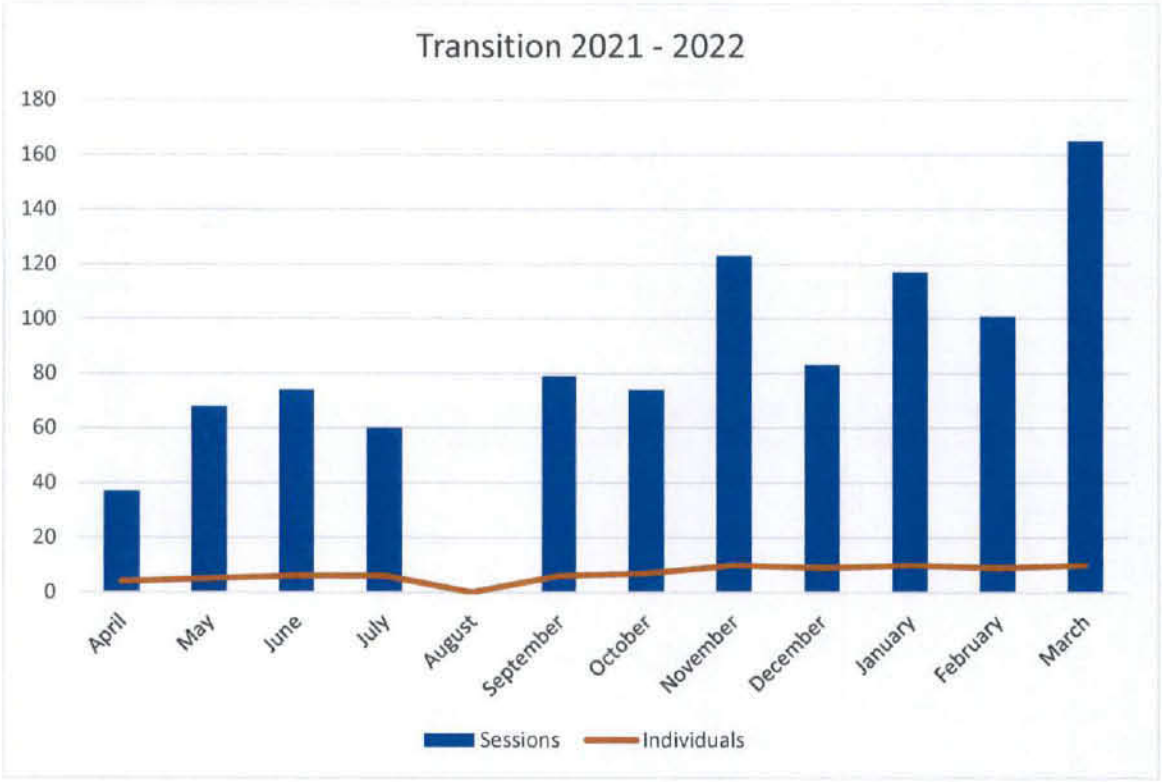


Transition Programme

An interim provision to help young people prepare for whatever comes next
For students going through an assessment process who require a short term placement while a longer term solution is arranged.

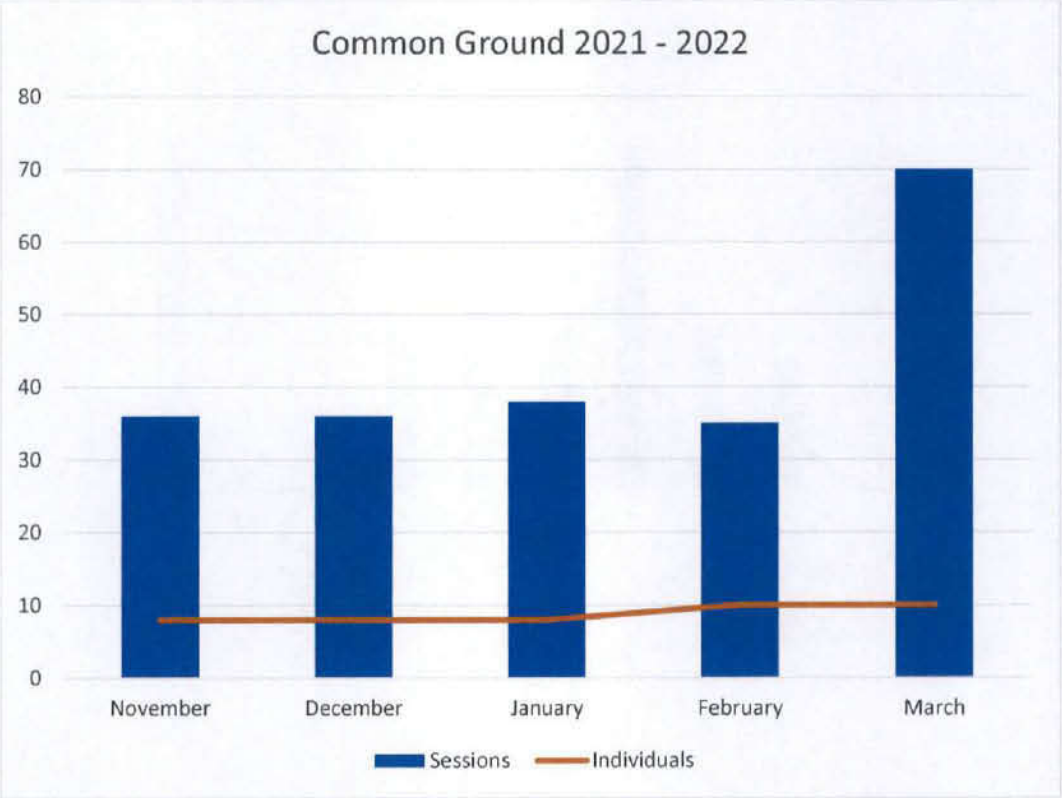
Students take part in activities available within our 54 acre classroom to develop life and core skills, build their confidence and self-esteem, manage their relationships and improve communication and team work. The aim is to encourage young people to take responsibility and prepare them for transition back in to mainstream provision.

This year we have provided a total of 493 sessions (2020/2021: 493) for 10 young people (2020/2021: 10).



Common Ground Programme

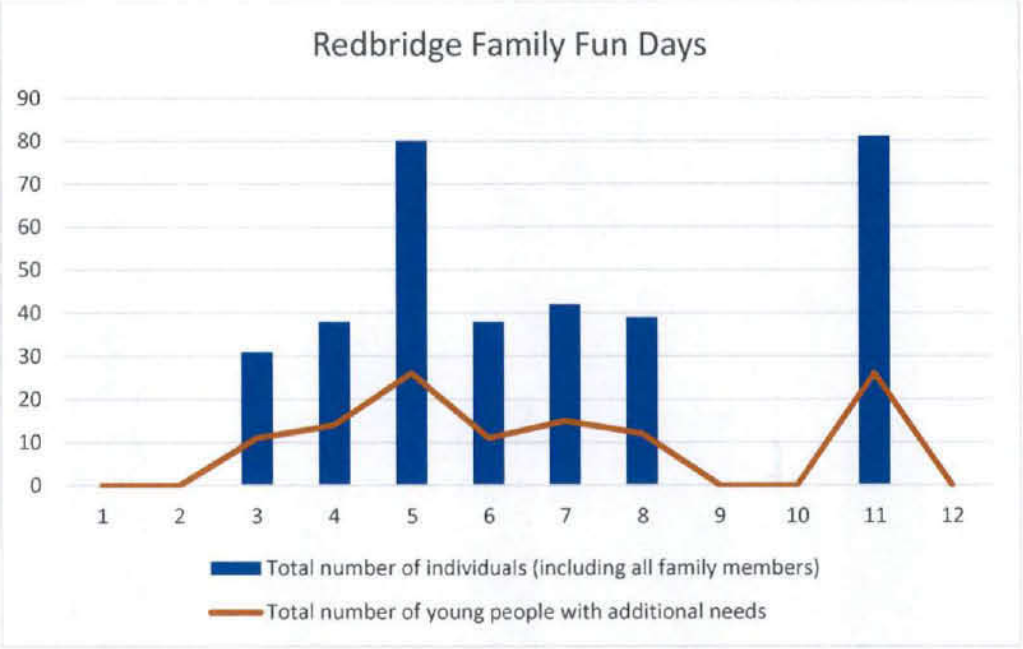
The Common Ground Programme was established in Autumn 2021 to help people to reconnect with people and nature after the pandemic, while improving employability, reducing loneliness and building new skills. Members of the group work together on various activities including conservation work, maintenance and repair, landscape construction and building, gardening and livestock farming. It is an intergenerational project where participants share skills, knowledge, experience and purpose while making friends and taking part in something purposeful that has an impact.



Short Breaks Programme

The Centre is currently commissioned to provide Short Breaks by two local authorities to families with children with additional needs. The current Short Breaks are Activity Days where the young person come and takes part in three of our activities, or Family Fun Days where the whole family come and take part in the activities together, creating amazing memories with each other. The days help young people grow in confidence, learn socialization skills, make friends, develop resilience and increase independence skills. Frequently they are able to achieve far more than their family had thought they were capable of, and they are able to transfer what they learn at the Centre in to their daily lives.

In 2021 – 2022, the Centre ran 30 Activity Days for 228 yeong people, and 10 Family Fun Days for 349 people (115 families).



FACILITIES

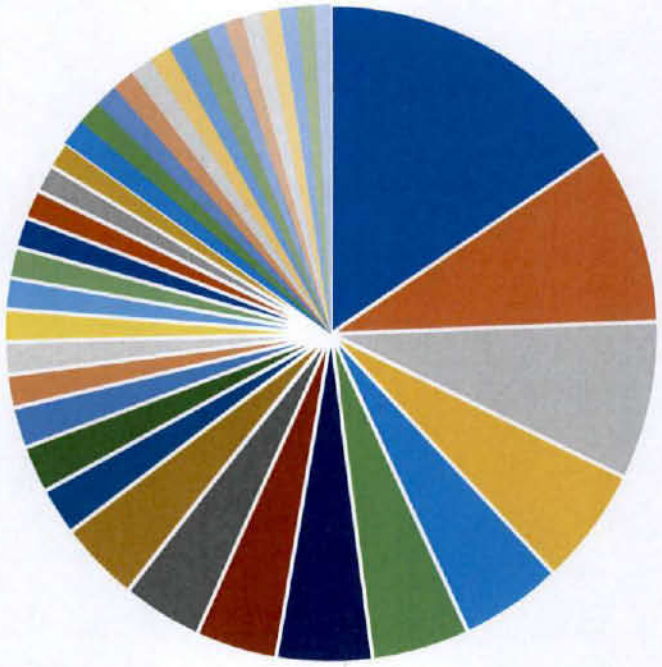
The Centre's new website continues to be an invaluable route to market and a resource for our stakeholders. We also use our online presence through Twitter and Facebook to stay in contact with supporters and clients. It has been especially useful as a means of communicating with our beneficiaries and the wider community whilst Covid 19 measures have been in place.

Lambourne End provides a hugely varied list of activities for young people and groups. Our most popular activities were:

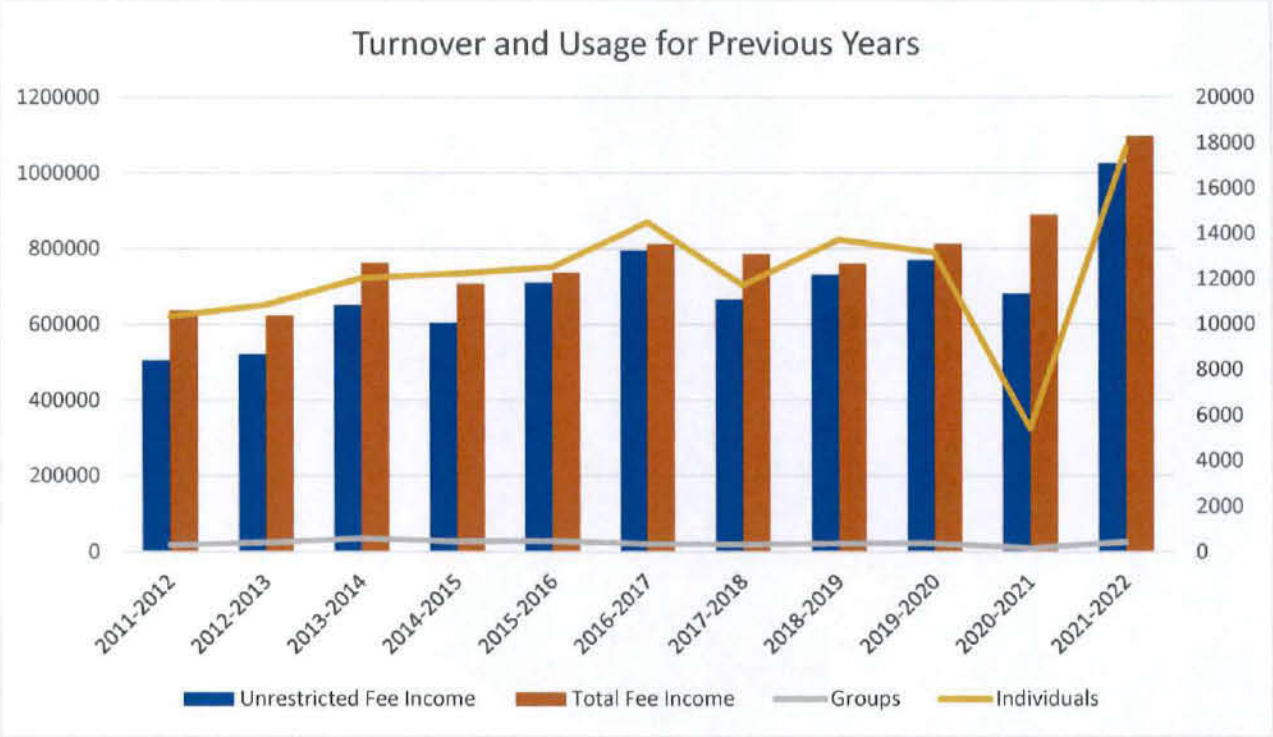
- Farm Tour
- Team Challenge Days
- Archery
- Camp Fire
- Pony and Cart
- Ropes Course
- Team Building
- Rockets
- Caving
- Mini Beast Hunting

The centre continues to work with a wide range of groups and individuals that reflects our values of accessibility and inclusivity. The key stakeholders are shown in the graph below. What is apparent is the fact that the centre secures two thirds of its income from around 10% of the different stakeholders with the remainder being much smaller transactions. The Board reviews this position regularly to manage any risks associated with this distribution.

Sales over £5,000 April 2021 – March 2022



- LB Havering
- L B Redbridge
- St John's RC School
- Havering CAD
- Essex County Council
- Tunmarsh School
- Drapers' Academy
- Bower Park School
- Adventure Academy Summer 21
- Hopewell Independent School
- Beal High School
- Private Student
- Beacon Communication School
- Private Student
- Private Student
- Private Student
- North East London NHS FT
- Yavneh College
- Debden Park School
- UCL Academy
- Woodbridge High School
- Normanhurst School
- EKO Pathways
- AP Census - Havering
- Jubilee Primary School
- Eastbury Community School
- Staples Road School
- LB Waltham Forest
- St Aubyns School
- Private Student
- Forest School
- Private Student
- Private Student
- Broadford Primary School
- The Coopers' Co & Coborn School
- Woodcroft School



Development goals for 2021/22

Overarching goal

- Following the impact of Covid 19 pandemic on our community, our primary focus for the coming year was to build upon the work we have started to help groups and individuals work through the difficulties they are facing as a result of the pandemic. This wil involve continuing our fundraising effort and reshaping and development of programmes and offerings to address the emerging needs. - All our programmes are flourishing to the extent that we have waiting lists now. We have over 10 new schools who have committed to using us regularly. We have successfully fundraised to support programmes that are not directly funded by users.

Facilities

- Raise the remainder of the money to fully refurbish the swimming pool. - Funds now raised for refurbishment to start in the autumn 2022
- Erect the new hut, complete the fixtures and fittings and make it operational. - Done
- Re-roof and re-floor the cabin to ensure it is safe and fit for purpose. - Done
- Repair the roof on the residential accommodation. - Immediate issues addressed but there is more work required
- Create a shop, reception and café in and around the area currently being used as duty accommodation. - underway
- Introduce a pavilion style building on the glamping field to house and facilitate New directions and our family camps. Underway. - The building is in place but needs fitting out.

Programmes

- Successfully deliver the OWL's programme funded by Ernest Cook Trust. - Happening and invited to do for a 2nd year

- Expand the Common Ground Programme to be able to offer more days to more people. - Underway but staffing pressures cause challenges.
- Introduce Crossbow shooting and beekeeping sessions as a new activities -Up and running
- Expand the family glamping provision. - We've maintained this at previous levels for now
- Market the Team days for staff teams. - A plan is being drawn up for this
- Consider running more out of school clubs, including opening up a young farmers club on a Sunday as well, working with Redballoon Foundation to provide afterschool clubs for some of the deprived communities they are working in. – Ongoing conversations around these but as yet, not up and running.
- Explore the possibility of working in partnership to create an on site outdoor pre-school. - Ongoing under discussion
- Explore the possibilities of hosting the "Field of dreams" programme. Did not happen. - Not proceeding

Development goals for 2022-23

Overarching goal
To continue to revise and develop programmes to ensure they remain relevant and are meeting the current needs of referral organisations.
To ensure that the site and facilities remain well maintained, and developed to create other activity options and extend the capacity to enable more beneficiaries to access the Centre.

Facilities
The key priority for this year is to complete the work on the refurbishment of the swimming pool.
We want to raise funds to refurbish the glamping host building and complete this.
We want to carry out extensive maintenance work to the residential accommodation blocks.

Our intention for programmes is to maintain and sustain current levels of work and ensure that quality is sustained which will enhance our already strong reputation.
This year will see the need for filling and consolidating key staff roles to bring the staff team up to full establishment. This may require some recalibration of role descriptions and salaries.
We will explore funding to purchase new vehicles that will enable us to continue to enter the ULEZ in London.

Fundraising

- We are committed to ensuring that we are completely open about our fundraising and spending and follow the Code of Fundraising Practice.
- We undertake fundraising activity to our supporters via formal applications, direct mail and direct contact at events, which is managed by the Centre's Fundraising Coordinator.
- We do not use any third parties to assist with raising finds and have had no complaints during this financial year (2020/2021: none).
- We did not receive any complains with regards to our fundraising activity in the year (2020/2021: none).

FINANCIAL REVIEW

The total income rose to £1,097,830 (2021: £890,179). Expenditure rose to £893,562 (2021: £674,676). The CEO continues to oversee careful controls of all expenditure and wise stewardship of the funds often generously raised and given. This trading performance resulted in a surplus of £204,268 (2021: Surplus £215,503) in general funds. Our cash position is healthy. and we have been able to fund some refurbishments from our own funds rather than through fundraising

support..

The Trustees appreciate the role that fundraising plays in our success and thank the staff and numerous volunteers who raise money for us through a variety of means as well as supporting us on the Fun Days when we open the centre to the public. We are very grateful to the main benefactors who have contributed funds to support the work of the Centre:

- Essex Children and Families New Initiative Kick Start Fund
- Essex PFCC Violence and Vulnerability Unit
- Four Acre Trust
- ASDA Foundation
- Jack Petchey Foundation
- Passam Foundation
- David Phillips Furniture
- Percy Bilton Charity
- Charles S French Charitable Trust
- Ernest Cook Trust
- George Dudley Herbert Trust
- Sport England
- Fowler, Smith and Jones Charitiable Trust
- Minter Family Fund
- Essex Youth Trust
- Garfield Weston
- Clothworkers Foundation
- Essex Community Foundation
- Credit Suisse
- Bernard Sunley Charitable Trust
- Ford Britain trust
- Bailey Thomas Charitable Trust

Commissioned by:

- Essex County Council
- London Borough of Redbridge – Short breaks
- London Borough of Havering – Transition programme
- Approved as an Alternative Provision Provider for Havering, Essex, Barking and Dagenham, Redbridge, Waltham Forest, Newham and Tower Hamlets

RESERVES

The Company's reserves policy is aimed at building reserves to a level of six months expenditure, necessitated largely by the peaks and troughs in revenue income, although we do not experience these fluctuations as a result of careful product and service portfolio management. Total funds at 31 March 2022 were £915,480 (2020/2021: £711,212) of which £72,591 related to restricted funds (2020/2021: £42,082).

The Charity currently now has built its cash reserves to an equivalent of between 5 and 6 months running costs..

The Board believes that our relatively solid foundations allow us to kick on so that the next 10 years are fulfilling for our customers, our people and our communities. Developing a strategy for achieving this will be a key focus for the Board for the coming years.

The Board is well aware that we need a keen pricing policy that represents great value for money whilst also acknowledging our reputation and quality provision.

The CEO is charged to ensure that the full cost of delivering the service is recovered. Future new projects should further spread the support costs, in turn reducing the unit cost of all programmes and hopefully will provide additional income streams.

RISK ASSESSMENT

The risk review has been updated and the Board is satisfied that undesirable risks associated with running an adventure centre and farm are managed appropriately. The comprehensive business risk review currently identifies 62 separate risk and categorizes them by

- Environment
- Financial
- Health and Safety
- Operational
- Personnel
- Physical Disaster
- Regulation
- Strategic

Rating them on a scale of intolerable, undesirable, tolerable. All risks are owned by the Board and key management personnel predominantly the CEO. All risks have actions identified to be taken or completed and the risk review is presented to the Board annually using a RAG rating system. This allows for monitoring of outstanding actions.

The global Covid 19 Pandemic has raised new risks for our business which are to be incorporated into our ongoing risk review. These are actively managed by the Trustees and CEO.

KEY MANAGEMENT ROLES

The Board remains proactive in planning for resourcing key roles in the charity. These are deemed to be CEO, Programmes Manager, Site and Farm Manager, Fundraising and Marketing Co-ordinator, Centre Co-ordinator. Pay and remuneration for all roles is benchmarked against the sector and the Human Resources Sub Committee reviews this annually and makes recommendations to the Board for approval.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Company law requires the trustees to prepare financial statements for each financial year 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 these financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP FRS 102 (2019);
- Make judgements and estimates that are reasonable and prudent;

- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 that disclose with reasonable accuracy at any time of the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- 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 auditor is aware of that information.

This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

Approved by the Trustees on **25 November** 2022 and signed on their behalf by:

T A Richardson (Chair):

G T George (Treasurer):

Independent Auditor's Report to the Members of Lambourne End Limited

Opinion

We have audited the financial statements of Lambourne End Limited (the 'charitable company') for the year ended 31 March 2022 which comprise Statement of Financial Activities (including income & expenditure account), the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 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 other information comprises the information included in the trustees 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.

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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' 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 directors' 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 directors' 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 directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the Company and the sector in which it operates and considered the risk of the Company not complying with the applicable laws and regulations including fraud; in particular those that could have a material impact on the financial statements, including financial reporting. In relation to the operations of the Company this included compliance with the Charities Act 2011 and Companies Act 2006.

The risks were discussed with the audit team and we remained alert to any indications of non-compliance throughout the audit, We carried out specific procedures to address the risks identified. These included the following:

- Review of legal fees incurred;
- Reviewing minutes of Trustee Board meetings;
- Agreeing the financial statements disclosures to underlying supporting documentation;
- Enquiring of management including those charged with governance;
- Reviewing key accounting policies and estimates.

We also assessed management bias in relation to the accounting policies adopted and in determining significant accounting estimates.

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

Either:

[A further description of our responsibilities is available on the FRC's website at: https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for 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.

Michael Cooper-Davis FCCA ACA (Senior Statutory Auditor)
For and on behalf of
Price Bailey LLP
24 Old Bond Street
London
W1S 4AP

Date: 12 December 2022

LAMBOURNE END LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (incorporating the Income and Expenditure account) FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Income:					
Donations and Legacies	2	7,182	-	7,182	21,601
Charitable activities:					
Adventure Activities	3	254,970	75,756	330,726	170,910
Learning Programmes	3	237,227	37,914	275,141	288,866
Lambourne End Centre Facilities	3	103,705	135	103,840	96,111
Farm and the Environment	3	96,639	1,286	97,925	92,352
Hands On Programme	3	102,277	135	102,412	94,403
Food For Thought	3	180,469	135	180,604	125,935
Total income		982,469	115,361	1,097,830	890,179
Expenditure:					
Raising funds:					
Donations		24,337	-	24,337	15,546
Charitable activities:					
Adventure Activities		209,942	33,858	243,800	146,172
Learning Programmes		148,932	27,129	176,061	144,731
Lambourne End Centre Facilities		115,461	256	115,717	84,785
Farm and the environment		110,601	2,823	113,424	94,642
Hands On Programme		84,874	256	85,130	77,567
Food For Thought		124,837	10,256	135,093	111,233
Total expenditure	7	818,984	74,578	893,562	674,676
Net incoming resources before transfers	4	163,485	40,783	204,268	215,503
Transfers between funds		10,274	(10,274)	-	-
Net movement in funds		173,759	30,509	204,268	215,503
Funds brought forward		669,130	42,082	711,212	495,709
Funds at 31st March 2022		842,889	72,591	915,480	711,212

All amounts relate to continuing operations. There were no other recognised gains or losses in the period.
The notes on pages 27 to 39 form part of these accounts.

LAMBOURNE END LIMITED
BALANCE SHEET AT 31 MARCH 2022

	Notes	2022 £	2022 £	2021 £	2021 £
FIXED ASSETS					
Tangible assets	8		360,712		346,713
CURRENT ASSETS					
Stock		20,021		17,095	
Debtors	9	157,073		66,582	
Cash at bank and in hand		536,484		487,319	
		713,578		570,996	
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	10	(158,810)		(206,497)	
NET CURRENT ASSETS			554,768		364,499
NET ASSETS	12		915,480		711,212
FUNDS					
Unrestricted funds:					
General funds			482,177		322,417
Designated funds	8		360,712		346,713
Restricted funds:			72,591		42,082
TOTAL CHARITY FUNDS	11		915,480		711,212

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

The financial statements were approved and authorised for issue by the trustees on: 25 November 2022
and signed on their behalf by:

Timothy Richardson

Gordon George

The notes on pages 27 to 39 form part of these accounts

LAMBOURNE END LIMITED

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2022

	2022 £	2021 £
Cash flows from operating activities	108,062	322,476
Cash flows from investing activities		
Interest income	90	44
Purchase of tangible fixed assets	(58,987)	(47,482)
Cash (used in) investing activities	(58,897)	(47,438)
Increase in cash and cash equivalents in the year	49,165	275,039
Cash and cash equivalents at the beginning of the year	487,319	212,281
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	536,484	487,319

NOTES TO THE CASH FLOW STATEMENT	2022 £	2021 £
Reconciliation of net income to net cash flow from operating activities		
Net income for the reporting period	204,268	215,502
Increase in debtors	(90,491)	(5,536)
(Decrease)/ Increase in creditors	(47,687)	66,154
Interest received	(90)	(44)
Add back depreciation charge	44,988	46,769
Increase in Stock	(2,926)	(370)
Net cash (used in)/provided by investing activities	108,062	322,475
Analysis of cash and cash equivalents		
Cash at bank and in hand	536,484	487,319

Analysis of Net Debt:

Cash at bank and in hand as at 1 April 2021	£487,319
Cash flows	£49,165
Cash at bank and in hand as at 31 March 2022	**£536,484**

The notes to the accounts are shown on pages 27-39 and form part of these financial statements

LAMBOURNE END LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation

The financial statements have been prepared in accordance with 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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Lambourne End Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going Concern

As stated previously, the surplus for the year results in a closing unrestricted funds balance of £842,889 compared to £669,130 for 2020/21. This fund balance remained constant from 2016 – 2020 between £510,662 - £466,108 but in the last two years has risen significantly, despite the Covid pandemic. Future bookings and commissions suggest that our work will continue at existing rates and budgets and rolling one year cash flow forecasts which have been produced to reflect this. These are reviewed monthly and presented to the Board bi-monthly. Based on the current budget at the time of agreeing these accounts the Centre's cash flow forecast profiled a balance of £509,245 as of 1st September 2023. Therefore, based on all the evidence available to them, the Board of Trustees believe the charity is a going concern for the foreseeable future.

Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charity's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

No critical accounting judgements and estimates were considered to have been made in the preparation of the financial statements (2021: none).

Fund accounting

Unrestricted funds comprise accumulated surpluses and deficits on general funds. They are available for use at the discretion of the trustees in furtherance of the general charitable objectives. Designated funds are amounts that have been set-aside at the discretion of the Trustees. Restricted funds comprise monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.

Income recognition

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

Donations and gifts

Donations and gifts are included in full in the period in which they are received.

LAMBOURNE END LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (CONTINUED)

Grants

Grants are included in the period in which they are receivable, unless they relate to a specific future period in which case they are deferred.

Income from charitable activities

Income from charitable activities is recognised as earned as the related services are provided.

Expenditure

Expenditure is accounted for on an accruals basis and includes irrecoverable VAT which is reported as part of the expenditure to which it relates. Costs of generating funds are those costs incurred to raise voluntary income and costs of trading activities for the purpose of raising funds.

Charitable expenditure relates to costs incurred in delivering the charity's activities and services to its beneficiaries. Governance costs are costs incurred in meeting the constitutional and statutory requirements of the charity.

Allocation of costs

Staff costs are allocated between direct charitable expenditure and support costs based on the time spent on these activities. Other costs are allocated directly to the relevant heading.

Tangible assets

Tangible assets are shown at cost.

Provision is made for depreciation on all tangible assets at equal annual rates calculated to write off the cost, less estimated residual value over their useful lives that were estimated to be:

Computer equipment – 3 years, Sports equipment – 3 years, Vehicles – 5 years, Fixtures & Fittings – 5 years, Site equipment – 5 years, and Farm machinery – 5 years.

Fixed structures, such as: the stable block, solar panels, toilet block for the disabled etc, were depreciated over the life of the (old) lease on the site which expired on 30/9/2019.

A new lease was signed with effect from 1st July 2015 for 30 years therefore fixed structures (eg new barn or cabin) are depreciated over 20 years or 10 years (depending on their assessed durability).

Creditors and provisions

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 due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Cash at bank and in hand

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

Debtors

Short term debtors are measured at transaction price, less any impairment.

LAMBOURNE END LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES (CONTINUED)

Stock

Stocks are valued at the lower of cost and net realisable value. Livestock is valued at net realisable value based on estimates by the Farm Manager derived from reputable external sources such as Farmers Weekly.

Employee benefits:

Short term benefits

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Creditors

Creditors 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 due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

Pension scheme

Currently only four staff are on the defined contribution pension scheme operated by Lambourne End Ltd for their benefit. The assets of the scheme are held independently from those of Lambourne End Ltd in an independently administered fund. Other employees who are eligible under auto-enrolment are on the new scheme which started in 2018-19. The pensions costs charged in the financial statements represent the employer's contributions payable during the year.

Financial Instruments

The Charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognized at transaction value and subsequently at their settlement value. Fixed assets are recorded at depreciated historical cost and all other assets and liabilities are recorded at cost which is their fair value.

Legal status of the charity

The charity is a private company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. As at 31 March 2022 there were 9 members (2021: 8). The charity was incorporated within England and Wales, and the registered address is Lambourne End Centre, Manor Road, Lambourne End, Essex, RM4 1NB.

LAMBOURNE END LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2022

2. DONATIONS AND LEGACIES	2022 Total £	2021 Total £
Donations (from individuals inclusive of Gift Aid)	7,182	21,601

Restricted donations in the year amounted to £Nil (2021: £Nil)

3. INCOME FROM CHARITABLE ACTIVITIES	2022 £	2021 £
Adventure Activities	330,726	170,910
Learning Programmes	275,141	288,866
Lambourne End Facilities	103,840	96,111
Farm and the Environment	97,925	92,352
Hands On Programme	102,412	94,403
Food For Thought	180,604	125,936
	1,090,648	868,578

Restricted income from charitable activities in the year amounted to £115,361 (2021: £209,570)

4. NET INCOME FOR THE YEAR	2022 £	2021 £
This is stated after charging:		
Depreciation	44,988	46,769
Auditors' Remuneration – Audit Fee	11,815	8,500

5. EMPLOYEES AND STAFF COSTS	2022 £	2021 £
Staff costs were as follows:		
Wages and salaries	533,642	418,802
Social security costs	41,598	30,307
Pension costs	12,583	15,200
Other staff costs	6,979	6,941
	594,802	471,250

No member of staff received remuneration exceeding £60,000 during the period (2021: none). The key management personnel of the charity are considered to be CEO; Farm & Site and Programme Managers; Centre, Hands On Programme, Fundraising & Marketing, Food For Thought, and Alternative Provision Co-ordinators. The

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2022

total employee benefits of the key management personnel of the Trust were £252,301 (2021: £250,839). There were no redundancy or termination payments in the year (2021: none).

STAFF COSTS AND NUMBERS	2022 Number	2021 Number
The weekly average number of employees was:		
Full-time	19	17
Part-time (Full-time equivalent)	12	5
	31	22

6. TRUSTEES' REMUNERATION AND REIMBURSED EXPENSES

No trustee received remuneration for his or her services during the period (2021: no trustees).
No Trustee received reimbursed expenses for travel during the period (2021: £Nil) and no training costs were incurred (2021: £Nil).

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2022

7. ANALYSIS OF TOTAL EXPENDITURE

	Staff Costs	Other	Dep'n	Total 2022	Total 2021
	£	£	£	£	£
Cost of generating funds:					
Costs of generating voluntary income	21,537	2,800	-	24,337	15,546
Charitable activities:					
Adventure Activities	157,723	71,393	14,684	243,800	146,172
Learning Programmes	134,558	39,489	2,014	176,061	144,731
Lambourne End Centre Facilities	48,501	47,870	19,346	115,717	84,785
Farm and the Environment	62,646	44,854	5,924	113,424	94,642
Hands On	60,787	22,833	1,510	85,130	77,567
Food For Thought	109,050	24,533	1,510	135,093	111,233
	594,802	253,772	44,988	893,562	674,676

	Direct	Support	Total 2022	Total 2021
	£	£	£	£
Cost of generating funds				
Costs of generating voluntary income	24,337	-	24,337	15,546
Charitable activities:				
Adventure Activities	168,736	75,064	243,800	146,172
Learning Programmes	100,997	75,064	176,061	144,731
Lambourne End Centre Facilities	59,419	56,298	115,717	84,785
Farm and the Environment	57,126	56,298	113,424	94,642
Hands On	28,832	56,298	85,130	77,567
Food For Thought	78,795	56,298	135,093	111,232
Total:	518,242	375,320	893,562	674,676

	Direct	Support	Total 2021
	£	£	£
Cost of generating funds			
Costs of generating voluntary income	15,546	-	15,546
Charitable activities:			
Adventure Activities	102,480	43,692	146,172
Learning Programmes	101,039	43,692	144,731
Lambourne End Centre Facilities	52,016	32,769	84,785
Farm and the Environment	61,874	32,769	94,642
Hands On	44,798	32,769	77,567
Food For Thought	78,464	32,769	111,232

LAMBOURNE END LIMITED
NOTES TO THE FINANCIAL STATEMENTS (continued) FOR
THE YEAR ENDED 31 MARCH 2022

Total:	456,217	218,459	674,676

£74,579 (2021: £137,760) of the above costs were attributable to restricted funds and £818,983 (2021: £536,916) were attributable to unrestricted funds.

Analysis of support costs	Total 2022 £	Total 2021 £
Staff costs	220,471	132,324
Light, heat, rates, insurance & water	59,884	29,188
Travel costs	15,765	6,793
Printing, postage, stationery & telephone	14,313	9,561
Professional fees	3,932	9,291
Fundraising & Publicity	-	-
Sundry costs	39,072	13,423
Depreciation	10,068	9,379
Governance costs (audit fees)	11,815	8,500
Total:	375,320	218,459

Support costs have been allocated on the basis of 20% each for Adventure Activities, and Learning Programmes, and 15% for each of Facilities, Farm and Environment, Hands On, and Food For Thought projects.

LAMBOURNE END LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2022

8. TANGIBLE FIXED ASSETS

	Motor Vehicles	Computer Equip	Site Equip	Sports Equip	Facilities Equip	Farm Equip & Machinery	Total
	£	£	£	£	£	£	£
Cost							
At 1 April 2021	10,500	1,112	71,913	117,524	307,693	33,746	542,488
Disposals	-	-	-	(10,614)	(9,166)	(1,050)	(20,830)
Additions 21/22	-	-	4,480	8,943	43,294	2,271	58,988
At 31 March 2022	10,500	1,112	76,393	115,853	341,821	34,967	580,646
Depreciation							
As at 1 April 2021	4,199	185	19,241	32,749	128,853	10,548	195,776
Disposals	-	-	-	(10,614)	(9,166)	(1,050)	(20,830)
Charge for the year	2,100	309	7,659	12,670	17,836	4,414	44,988
At 31 March 2022	6,299	494	26,900	34,805	137,523	13,912	219,934
Net Book Value							
31 March 2022	**4,201**	**618**	**49,493**	**81,048**	**204,298**	**21,054**	**360,712**
31 March 2021	6,301	927	52,673	84,775	178,840	23,198	346,713

9. DEBTORS

	2022	2021
	£	£
Trade debtors	129,937	43,102
Accrued income	19,409	21,379
Prepayments	7,727	2,102
	157,073	66,582

10. CREDITORS amounts failing due within one year

	2022	2021
	£	£
Other creditors & accruals	85,840	92,275
Fees in advance	41,798	94,678
Wellgate Community Farm	31,172	19,544
	158,810	206,497

LAMBOURNE END LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2022

11. FUNDS

	Balance at 31 March 2021	Income	Expenditure	Transfers	Balance at 31 March 2022
	£	£	£	£	£
General	669,129	982,469	(818,984)	10,274	842,888
Restricted Funds					
Adventure Activities:					
Activity equipment:	-	-	-	-	-
- Hedley Foundation	-	-	-	-	-
- Charles French - Equipment	-	500	-	-	500
- Essex County Council	1,196	-	(810)	-	386
- Epping Forest DC – Grants for Groups	16	-	(16)	-	-
- Percy Bilton Charity	-	477	-	-	477
Sub total	1,213	977	(826)	-	1,364
Pool Refurbishment					
- Essex Youth Trust	10,000	1,399	-	-	11,399
- Bernard Sunley Foundation	5,000	-	-	-	5,000
- Ford Britain Trust	2,160	-	-	-	2,160
- Other	-	-	-	(6,735)	(6,735)
Sub total	17,160	1,399	-	(6,735)	11,825
Ernest Cook – OWLs	-	60,000	(33,500)		26,500
New Archery Shelter – Rebuild:					
- Sport England	-	13,200	-	-	13,200
Learning Programmes:					
Jack Petchey - Intern	-	27,234	(18,587)	-	8,647
Common Ground:					
- Essex CC Kickstart	-	5,000	-	-	5,000
- Jack Petchey	-	5,000	-	-	5,000
- Other	-	-	(8,200)	-	(8,200)
Sub total	-	10,000	(8,200)	-	1,800
Essex Council for Voluntary Youth Services	-	500	-	-	500

Facilities:					
To increase indoor capacity to enable more young people to attend the programmes on offer.					
Improvements:					
Essex Community Fund:					
- Minter Family Foundation	3,000	-		(3,000)	-
Farm & Environment:					
Developing the farm and natural environment to improve habitats for farm animals and increase biodiversity, including supporting the development of an apiary on site to improve the educational value of the site.					
Farm improvements:					
- Jack Petchey	(220)	2,550	(1,601)	-	729
- Farm improvements					
- Essex Youth Trust – Site (farm/garden)	1,938	(1,399)		(539)	-
Jack Petchey - Volunteers	2,395	-	-	-	2,395
Rotary Club – Farm Project	171	-	-	-	171
Beekeeping / Apiary:					
- Postcode Local Trust	969	-	-	-	969
- Rotary Club (Leytonstone & Woodford)	1,500	-	(965)	-	535
Sub total	2,469	-	(965)	-	1,504
Food For Thought:					
Garfield Weston Foundation					
- FFT Co-ordinator	10,000	-	(10,000)	-	-
Garden Improvements	2,000	-	-	-	2,000
Support projects					
Site Improvements:					
- Chapman Charitable Trust – Common Ground	1,000	-	-	-	1,000
Reaching Out Initiatives:					
- Other	952				952
National Lottery Community Fund:	135,860		(3)	-	135,857
- Equipment & materials	(17,977)	-	-	-	(17,977)
- Running costs	(38,842)	-	-	-	(38,842)
- Salaries	(79,036)	-	-	-	(79,036)
Sub total	3	-	(3)	-	-
ASDA Foundation – Open Day	-	900	(900)	-	-
Total Restricted Funds	42,082	115,361	(74,579)	(10,273)	72,591
Total Funds	711,212	1,097,830	(893,562)	-	915,480

LAMBOURNE END LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2022

Comparative fund movement is included in Note 17. Transfers have been made out of restricted funds and into general funds when the terms of the restriction have been met.

Support Projects:

Projects to help people to reconnect with people and nature after the pandemic, while improving employability, reducing loneliness and building new skills

Food For Thought:

Improving health and wellbeing through gardening.

12. ANALYSIS OF NET ASSETS

	General Fund £	Designated Fund £	Restricted Fund £	2022 Total	2021 Total £
Tangible fixed assets	-	360,712	-	360,712	346,713
Current assets	640,987	-	72,591	713,578	570,996
Current liabilities	(158,810)	-	-	(158,810)	(206,497)
	482,177	360,712	72,591	915,480	711,212

13. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year (2021: None).

14. TAXATION

Lambourne End Limited is a registered charity and therefore is not liable to income tax or corporation tax on income or gains derived from its charitable activities, as they fall within the various exemptions available to registered charities.

15. LIABILITY OF MEMBERS

The charity is constituted as a company limited by guarantee and has no share capital.

16. PENSION COMMITMENTS

The charity operates a defined contributions pension scheme. Pension costs for the period have been charged at £12,583 (2021: £15,200), as outlined above. The year-end pension creditor is £nil (2021: £nil).

LAMBOURNE END LIMITED

NOTES TO THE FINANCIAL STATEMENTS (continued) FOR THE YEAR ENDED 31 MARCH 2022

17. COMPARATIVE FUNDS

	Balance at 31 March 2020	Income	Expenditure	Transfers	Balance at 31 March 2021
	£	£	£	£	£
General	479,857	680,609	(536,916)	45,580	669,129
Restricted Funds					
Activity equipment:	2	-	-	(2)	-
- Hedley Foundation	2,154	-	-	(2,154)	-
- Essex County Council	1,358	-	(162)	-	1,196
- Epping Forest DC – Grants for Groups	-	5,000	(3,364)	(1,620)	16
Sub total	3,514	5,000	(3,526)	(3,776)	1,222
Pool Refurbishment					
- Essex Youth Trust	-	10,000	-	-	10,000
- Bernard Sunley Foundation	-	5,000	-	-	5,000
- Ford Britain Trust	-	2,160	-	-	2,160
Sub total	-	17,160	-	-	17,160
Essex CC – Short Breaks					
- Capital	-	14,300	-	(14,300)	-
Learning Programmes:					
Garfield Weston Foundation	-	20,000	(10,000)	-	10,000
Essex Community Fund - Minter Family Foundation	-	3,000		-	3,000
Facilities:					
Improvements:					
Grange Farm Charitable Trust	-	7,500	-	(7,500)	-
Farm & Environment:					
Jack Petchey:					
- Volunteers	2,395	-	-	-	2,395
- Farm improvements	(473)	2,250	(1,997)	-	(220)
Sub total	1,922	2,250	(1,997)	-	2,175
Essex Youth Trust – Site (farm/garden)	2,500	-	(562)	-	1,938
Rotary Club – Farm Project	-	1,500	-	(1,329)	171

Beekeeping / Apiary:					
- Postcode Local Trust	4,444	-	(158)	(3,317)	969
- Rotary Club (Leytonstone & Woodford)	-	1,500	-	-	1,500
Sub total	4,444	1,500	(158)	(3,317)	2,469
Food For Thought:					
Garden Improvements	2,000	-	-	-	2,000
Support Projects:					
Site Improvements:					
- Chapman Charitable Trust – Common Ground	-	1,000	-	-	1,000
Reaching Out Initiatives:					
- Other	952				952
- Tesco – Operation Groundwork (Community Projccts)	-	500	(500)	-	-
Apprentice Grant	520	-	(520)	-	-
National Lottery Community Fund:	-	135,860	-	-	135,860
- Equipment & materials	-	-	(3,250)	(14,727)	(17,977)
- Running costs	-	-	(38,211)	(631)	(38,842)
- Salaries	-	-	(79,036)		(79,036)
Sub total	-	135,860	(120,497)	(15,358)	5
Total Restricted Funds	15,852	209,670	(137,760)	(45,580)	42,082
Total Funds	495,709	890,179	(674,576)	-	711,212

18. COMPARATIVE ANALYSIS OF NET ASSETS	General Fund £	Designated Fund £	Restricted Fund £	2021 Total
Tangible fixed assets	-	346,713	-	346,713
Current assets	528,914	-	42,082	570,996
Current liabilities	(206,497)	-	-	(206,497)
	322,417	346,713	42,082	711,212

LAMBOURNE END LTD

England & Wales - Charity number 1105063

Accounts

LAMBOURNE END LIMITED

Charity Registration Number: 1105063

Company Number: 05067695

REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

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Trustees/Directors:	Timothy Andrew Richardson (Chair) James Joseph Shepley Gordon Thomas George (Treasurer) Gillian Bowen (resigned 27th November 2020) Thomas Brettle (resigned 19th March 2021) Micah Jethro Gold Anna Laughland (resigned 9th October 2020) Marianne Layburn Christopher James Paul Mathias Susan Head (resigned 24th September 2021) Caroline Rouse (appointed 22nd January 2021) Rachel Grimswood (appointed 23rd July 2021)
CEO & Company Secretary:	Rob Gayler
Registered office:	Manor Road Lambourne End Essex RM4 1NB
Auditors:	Haysmacintyre LLP 10 Queen Street Place London, EC4R 1AG
Bank:	Unity Trust Bank Nine Brindley Place Birmingham B1 2HB
Solicitors:	None appointed at present
Charity information:	Lambourne End Limited is both a company registered in England under Registration No. **05067695** and a registered charity under Registration No. **1105063**.
Governing Deed:	Memorandum and Articles of Association

The Trustees, who are also the Directors for the purposes of company law, present their Annual Report and the audited financial statements for the year ended 31 March 2021 which have been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities and the Companies Act 2006.

STRUCTURE AND GOVERNANCE

The Company was formed in 2004 originally with four members: Aston-Mansfield, who is the Trustee of the Lady Trower Trust, which owns the site, and three East London YMCAs (City, Forest and Hornsey – now North London YMCA).

Since those early days, the company has moved on and the Board of Trustees adopted revised Articles of Association that has allowed us to release those founding members from their commitments and appoint trustess that better reflect the work of the charity now.

The Company is directed by a Board of Trustees which meets every other month, with the Chief Executive Officer (CEO), Minutes Secretary and other senior staff in attendance, as appropriate. The Board is responsible for ensuring good governance, setting direction, establishing policies and a business strategy and plan, which the Chief Executive Officer is responsible for implementing. Between meetings he draws on the particular expertise of individual trustees, as appropriate. In addition, the Chair meets with the CEO between Board meetings.

The Board, whose members are the Trustees of the charity and Directors of the Company, consists of individuals who are passionate about and committed to the work of the Charity. One Trustee position is available for a nominated person by Aston Mansfield (a founding member organization and representing the Trower Trust). The collective experience of the Board is planned to cover the main functions of the Company (finance, human resources, marketing, etc.) whilst also bringing sector expertise such as health, education and corporate.

The Board operates effectively through other working groups/committees – fundraising and marketing; human resources; strategic planning; user forum.

AIMS AND PUBLIC BENEFIT

The company's charitable objects are:

1. To provide or assist in the provision of facilities for people of all ages with the object of improving their conditions of life and in the interests of their spiritual, moral, social, educational and physical welfare and to build the skills and capacities of people and communities.
2. To provide educational opportunities for people of all ages including environmental and conservation matters.
3. To provide or assist in the provision of relief from poverty.
4. To promote, or assist in the promotion of, understanding between Christianity and all faiths.

The Trustees believe that all these objects inherently contribute public benefit. Although fees are charged for services rendered, the Company raises funds that subsidise the true cost of provision, thus enabling more underprivileged children and young people to participate. Corporate client groups engaging in Corporate Social Responsibility represent only a very small percentage of the groups using the Centre and although their employers benefit indirectly, the primary beneficiaries remain the individual, and the Centre, as they complete much needed work to assist its charitable work. The Trustees confirm that they have complied with their duty to have regard to the public benefit guidance published.

The main aim of activities is to promote personal and social development opportunities for children and young people predominantly from London and Essex in an outdoor setting. This is achieved through the provision of a growing range of challenging outdoor activities and learning programmes, and increasingly through the provision of targeted alternative education services to support local schools and authorities and to provide short break opportunities for people with disabilities or additional needs.

The Centre continues to build a strong reputation for delivering programmes over a longer term with key clients that have a profound impact on the lives of young people, raising their confidence, self-esteem, work skills and motivation.

OVERVIEW

This report is in two sections. The majority of the report reviews the past extraordinary year and there is a section referencing the future impact of the global Covid 19 pandemic upon the work of the charity.

Section 1

The year 2020-21 has been an extraordinary year on so many fronts. In February 2020, there were the initial rumblings of a pandemic that would go on to touch every country on earth and every facet of life in the UK. This was officially recognised in March 2020 and there followed a series of laws and guidelines from Central Government designed to try and limit the spread of and impact of the disease. As a business that provides learning opportunities for a large number of people and from a wide diversity of backgrounds and communities, we had no choice other than to comply with these rules. Indeed, the Board and Management Team set about a stringent process of evaluating our site, our work, our risks, to ensure that we did everything we could to protect our people and our animals, and our reputation.

Naturally, there was going to be a dramatic impact on our budget and finances, and together, the Board and Management Team met monthly (sometimes fortnightly) to discuss events and formulate plans. Central Government began a furlough scheme whereby staff members were able to be retained as employees and paid up to 80% of their wages by Central Government. Lambourne End took full advantage of this scheme as it enabled us to go through the entire year without having to lay-off any members of staff. Several volunteers helped out to keep our animals fed and cared for during the periods of enforced shutdown.

When staff were allowed to work, the team found imaginative and effective ways to stay in touch with our users through social media, videos and calls. The Board is pleased to say that our reputation was maintained and to some extent enhanced during this year because of the supreme efforts of the staff team. Despite some staff members inevitably contracting the disease, all recovered. Nonetheless, we are aware of some of our volunteers and friends who were not so blessed, and the Board and Management Team recognise this and want to extend our sincere condolences to those families affected. No-one has been left untouched by this past year and we have all been changed in so many ways as people and communities.

As the autumn and winter drew near, the centre developed plans to help schools and young people reconnect with us and our work. It has become clear that our work with marginalised young people, folk with mental illnesses and physical challenges has become even more valuable as a result of these events, and this is reflected in the way individuals and groups have returned to us in large numbers.

Our hopes to explore and develop new offerings to optimise the site's usage and our connection with our communities have been largely put on hold during this unusual year. The Board and Management team do though remain optimistic that many of these inititaives will bear fruit over the coming years as the early signs have been strong e.g. family camping holidays during the somewhat stunted summer season of 2020.

Despite the difficulties faced during the covid 19 pandemic restrictions, our financial position during this financial year has strengthened partly due to a reduction in costs (owing to the centre being closed for large parts of the year), a reduction in our salary bill and the need to employ far fewer seasonal and sessional workers, and some injections of grant funding most notably from the National Lottery and the support from other regular funders, supporters and commissioners.

As a result in comparison to 31st March 2020 to the 31st March 2021 the:-

- Annual income increased from £813,820 to £890,177
- Expenditure was reduced from £808,331 to £674,675
- The reported surplus increased from £5,489 to £215,502

The Board considers Lambourne End Ltd to be very well positioned to continue to deliver great services and cement its strong brand locally in East London and Essex.

The Centre's strategy continues to focus on two areas. Firstly to continue to do what we do well with increasing excellence and penetration into local authorities, schools and other groups. Clearly we will aim to expand this aspect of our work to more users. Secondly, to develop our offerings to our local (and wider) communities maximising the use of the facilities that we have on site and exploring adding new and imaginative ones.

The Charity has once again renewed its formal registration with OFSTED for the provision of weekend overnight breaks for young people with disabilities or additional needs, to enable the Centre to deliver overnight residential respite to young people with disabilities, if a commissioner requests such a service.

We recognise that without the support of many of our longstanding donors and some new supporters, the Centre would struggle. We are truly grateful to all our supporters who donated money and took part in a variety of imaginative 2.6 Challenges to help keep the aniamls fed, the plants watered and the site maintained and ensure the Center had a future.

We were alos overwhelmed by the fantastic messages of support, through a host of different media, that demonstrated what the Centre means to so many people. They were heart warming and humbling and definitely helped keep everyone going through very difficult times.

This year more than ever, the Board properly acknowledges the continuing remarkable efforts of the team and CEO at Lambourne End. During the pandemic and various shutdown periods, many staff shared ideas to help and stayed connected with each other and our work. When legally able to do so, some members pursued fundraising bids with great energy and passion resulting in several successes. We do not want to take for granted the considerable amount of discretionary effort contributed by all staff and accordingly, the Board will make a one-off bonus payment to staff during the 2021-22 financial year to recognise this.

Section 2
Covid 19 Pandemic ongoing implications as at July 2021

During the past year, the Centre complied fully with all Government guidelines and laws, and the Board has instructed the Management Team to continue to do so as these evolve. This means that we have drafted policies addressing social distancing, the wearing of masks and other PPE, the establishment of a testing regime for staff and how our users are served most effectively.

Since June 2021, the Centre has been able to be fully functional within these policies and the signs around demand for our services are extremely encouraging.

Given our unique proposition using the outdoors, we believe we are positioned strongly to provide educational and learning opportunities that are safe. Management continues to report monthly to the Board / Chair about the Covid situation and we foresee this continuing for the coming year.

The charity has been able to take advantage of the UK Government's Job Retention Scheme that has allowed us to furlough many of our team for several months. This scheme is due to be phased out by October 2021. We do not anticipate this being needed going forward, but of course, circumstances might dictate otherwise.

The Board of Trustees believes that given what we know, the charity remains a going concern.

Each year we like to include some current comments and feedback that we have received as an affirmation of how we are doing.

Comments on our social media channels during the initial lockdown:

"Lambing Live was fantastic! Hope to see you soon, stay safe everyone!"

"Fantastic footage, amazing to see a live birth ❤"

"We're really enjoying the videos! Looking forward to the next one..."

"Thanks for taking the time to do the videos – such a great idea."

"Thank you, we have loved learning some amazing facts about the animals! Can't wait for more...."

"My girls loved the chicken!! Great egg catch!! They were hooked to the tv the entire time!"

"Good to see where my son does all his hard work! He wasn't able to watch it live, but he really enjoyed catching up just now, especially liked seeing you, Jan! He can't wait til he can come back and help you. x"

"My daughter usually attends the Young Farmers Club, and she is counting the days until she can return. The skills she has learnt are amazing and blows me away with the things she tells me. My daughter had low confidence and anxiety and this place has changed that so it's been a dream for us. We can't wait for the Centre to reopen. ♥"

"Fabulous work. The team should be so proud of themselves, coming up with such imaginative ways of staying connected with the youug people who use the Centre. Thank you so much. Hope it's fun too!"

Comments from supporters on our JustGiving page:

"We think you do a fantastic job and are donating on behalf of our nephew's 23rd birthday." From the family of a Food for Thought Service User

"Great place and activities. Hoping you can get income coming in again soon."

"I admire your contribution to educating and stimulating young people, especially those with special needs."

"Fantastic video, great to see staff members and volunteers, past and present, keep up the good work."

"That was amazing Lambourne! The highlight of our summer is camping with you guys ♥"

"Good luck to the boys and most importantly to this great charity that helps so many vulnerable young people in so many ways."

"I hope this goes some way to helping you at this time, and for the future."

"Our daughter's birthday party is cancelled, therefore we are donating the money we would have spent to you guys instead. She loves coming to your farm. Stay safe and see you soon!"

"Thank you for everything that you've done for me so far, and I do hope that I can continue to volunteer when all this is over. Keep safe everybody and take care of yourself."

"Thank you for all the support and enjoyment you offer to so many people through your work."

"During Lockdown Lambourne End staff were the first people to call us to check on our family. Great staff, very helpful and can't wait for it to get back to normal. My whole family loves this place."

"My teenage son has special educational needs and there are not many places outside of his special school where he is comfortable and where I am confident to leave him. I call Lamourne End Centre his 'happy place'! Lambourne End gives him the opportunity to try out activities that I would never have thought possible in a safe environment. This really increases his confidence. It gives me such joy to see the contentment on his face when he's feeling useful and helping on the farm!"

Once the Centre began to reopen....

"Today my twins went to the 'Farmer for the Day' Experience for Under 8s, and they had such a wonderful time!! Bursting with excitement to tell me all about what they did on the farm when I came to pick them up! Highly recommend, and we will without a doubt do this again. Staff were so brilliant, full of energy and quickly made my twins confortable as they can be shy at times... happy kids = a happy mummy."

"My 6 year old went here for the Farm Experience and had an amazing time! Learnt so much about the animals and staff were very friendly and attentive. Can't wait to return October half term!"

"I hope you know what good you've done this week - when you go to bed and close your eyes tonight, know you've done something brilliant, my daughter has come along so much." Adventure Academy parent

"Lambourne End is so welcoming, fun and relaxed. We had a lovely family break. Both kids and adults were challenged with acitvities and getting to help look after the farm animals was amazing. Staff were informative and fun. I would highly recommend this for families."

"Was amazing, worth every penny. Thank you."

Finding Father Christmas, adapted for Tier Four restrictions:

"We had a lovely time and I think you went to great lengths to keep bubbles separated. The elves were very friendly and helpful. We loved the archery and seeing Rosie for a ride!"

"Thanks for having us and for going to the effort to make it so lovely for the kids and adults. Was lovely to be back at the farm and so nice to see everyone and the animals. The gingerbread decorating was a great little addition to do when we got home – thank you. xx"

"You literally saved Christmas – thank you SO much!"

"The Centre staff are awesome. Students developed resilience, confidence and teamwork. Staff were kind and considerate to all students."

"First social contact since Covid-19 lockdown. Making life long friends. A wonderful day of normality."

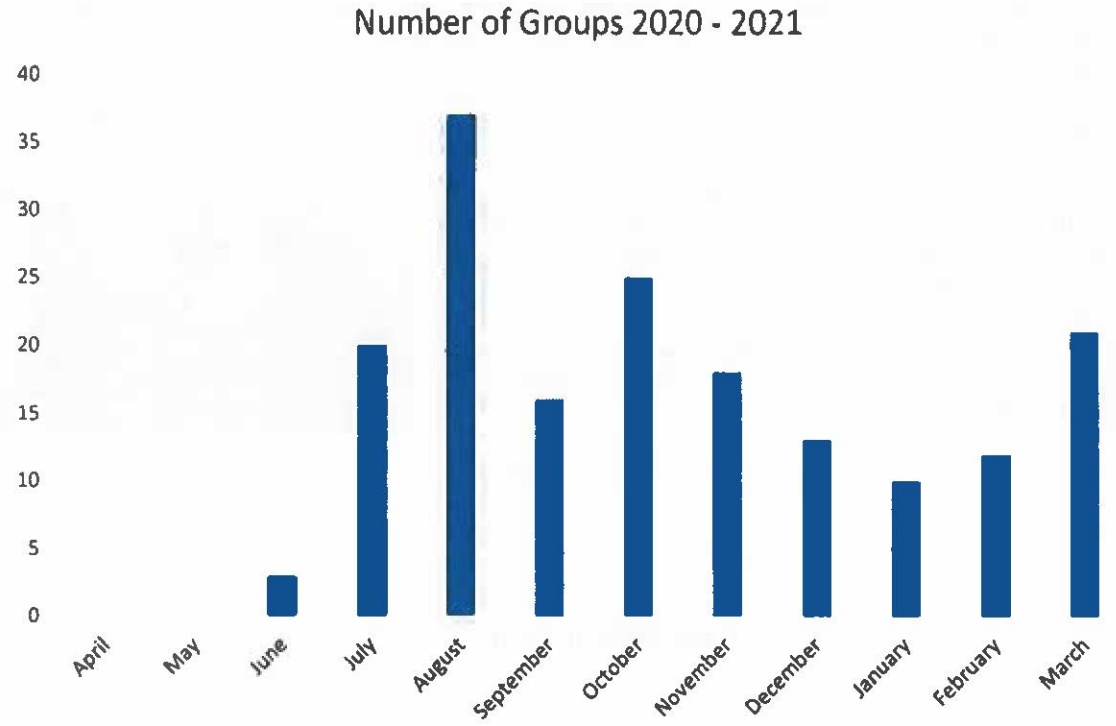
"David and Andy were amazing. We all, grown ups and children alike had the best time, and will be back. Great day."

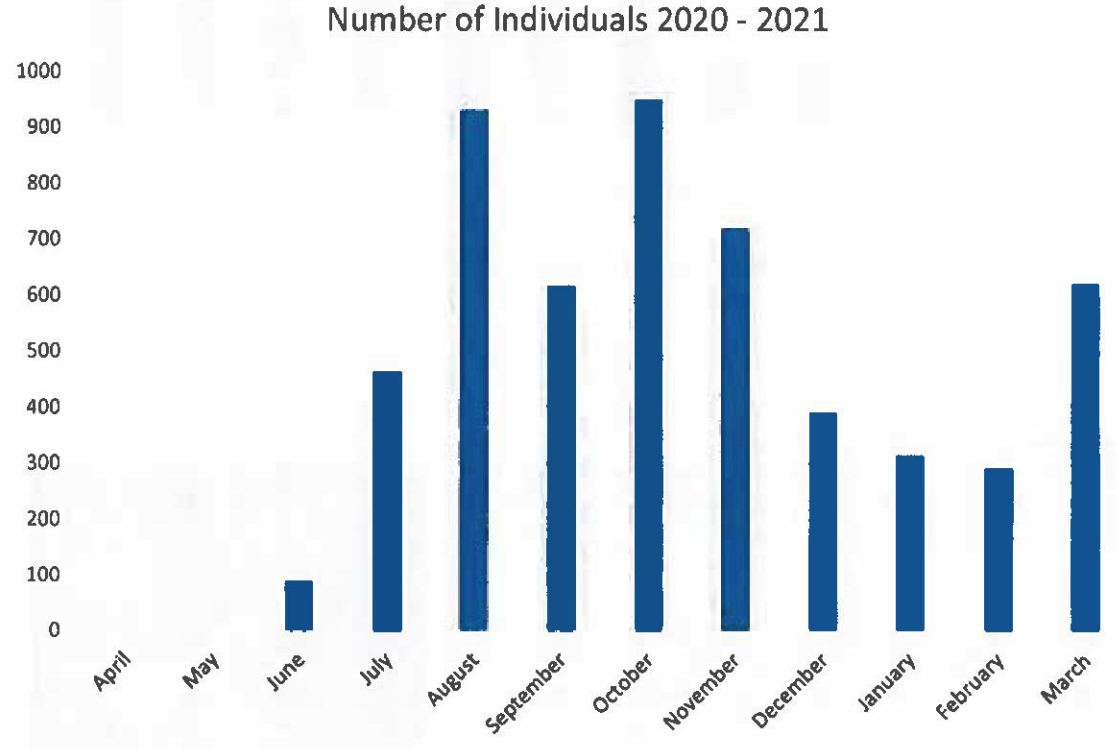
"Well, what can I say!? Thank you, thank you, thanks you!

The children (and ourselves) had a wonderful time on Saturday. We were greeted by Peter. I'm sure we could see his broad smile through his mask! We were made to feel very welcome, despite our late arrival (due to road closures). Will and Andy were amazing. Knowledgeable, funny, patient and inclusive. It really was such a special day, where we gained so many precious memories.

The rocket making was done soooo well. Andy saying he worked for NASA, the children knowing it was 'their' rocket and there was no right or wrong way to make it. Then gaining clearance for launching, sometimes being delayed slightly due to planes or birds being in the flight path. Anything with animals is always a winner with our family... and then the abseiling. My daughter conquered her fears nad then went for a second go too. Will and Andy were absolutely amazing with another child who was relecutant to descend. They were so patient and encouraging. It was a breath of fresh air to attend somewhere (anywhere, at the moment), where there was no judgment."

Email from a Short Breaks parent, after her family's first visit to the Centre


Number of Groups 2020 - 2021
40
35
30
25
20
15
10
5
0
April
May
June
July
August
September
October
November
December
January
February
March


Number of Individuals 2020 - 2021
1000
900
800
700
600
500
400
300
200
100
0
April
May
June
July
August
September
October
November
December
January
February
March

ALTERNATIVE PROVISION PROGRAMMES

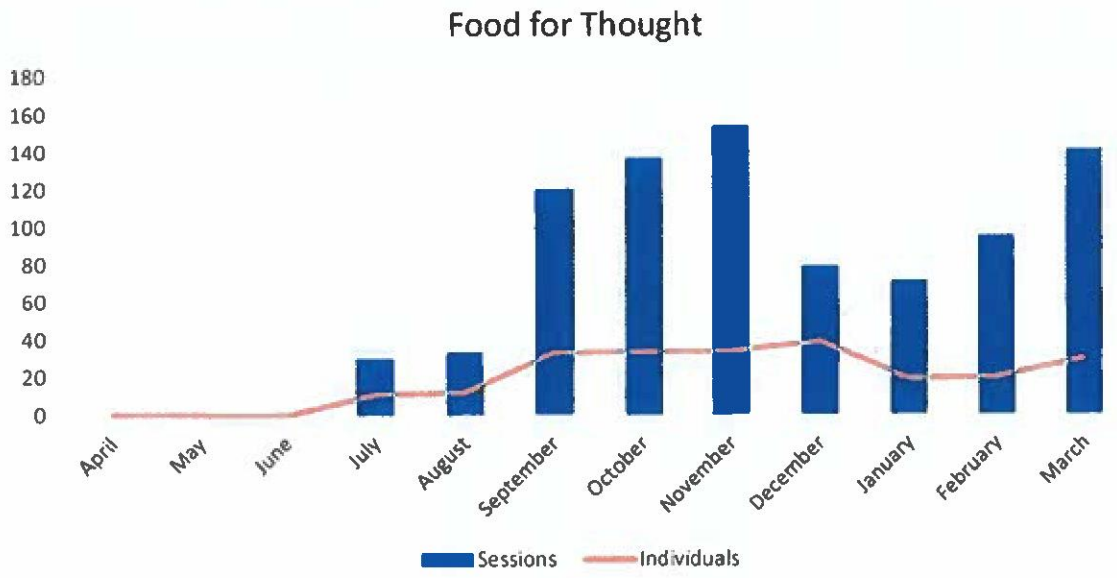
As the centre has grown its provision of longer term educational programmes that utilise the variety of activities available, we want to emphasise this now as a key part of our reporting, and as such list below levels of activity for a number of our key programmes.

Food for Thought

Improving health and wellbeing through gardening.
Food for Thought provides a supportive environment which helps people develop practical and life skills whilst gaining confidence, increasing self-esteem, feeling valued and developing social skills.

It suits young people with special educational needs, poor mental health including anxiety, or low confidence, and those needing assistance with transition into adulthood.

This year we have provided a total of 860 sessions for 54 young people.

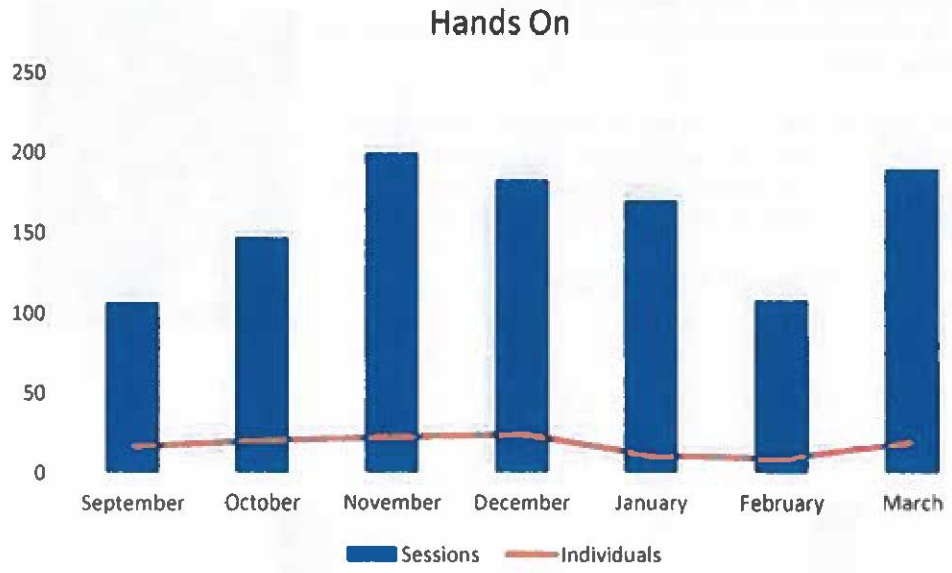


Hands On

Animal focussed land-based vocational training.
Hands On is an integrated programme of farm, environmental and land-based activities designed to build young people's confidence and self-esteem, address challenging behaviour, develop new skills and raise aspirations.

This project is aimed at young people who learn better through 'doing'. Ideally suited to young people not coping in mainstream curriculum whether it be through poor school attendance, low or under achievers, people with low confidence or self-esteem, with additional needs or exhibiting challenging behaviour, and for people interested in future careers in land-based industries.

This year we have provided a total of 1104 sessions for 40 young people.

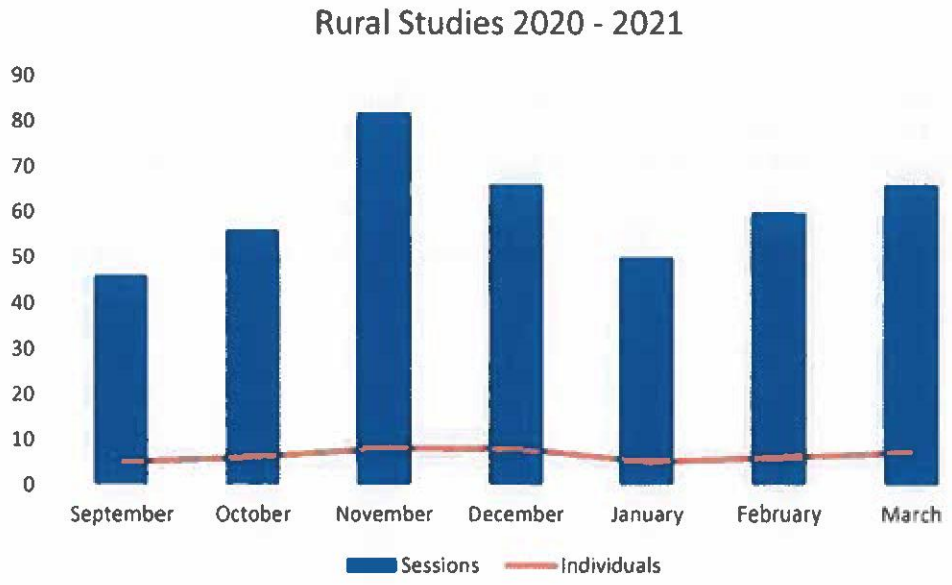


Rural Studies Programme

Topic based learning to enhance the curriculum.
A programme of farm, environmental, gardening and team work activities, which provide interesting topics for cross curricular study in our 54 acre classroom.

This project is a stimulating and exciting way to meet elements of the curriculum for KS 1 and 2 and those from KS 3 and 4 with special educational needs who find studying in the classroom challenging.

This year we have provided a total of 426 sessions for 10 young people.

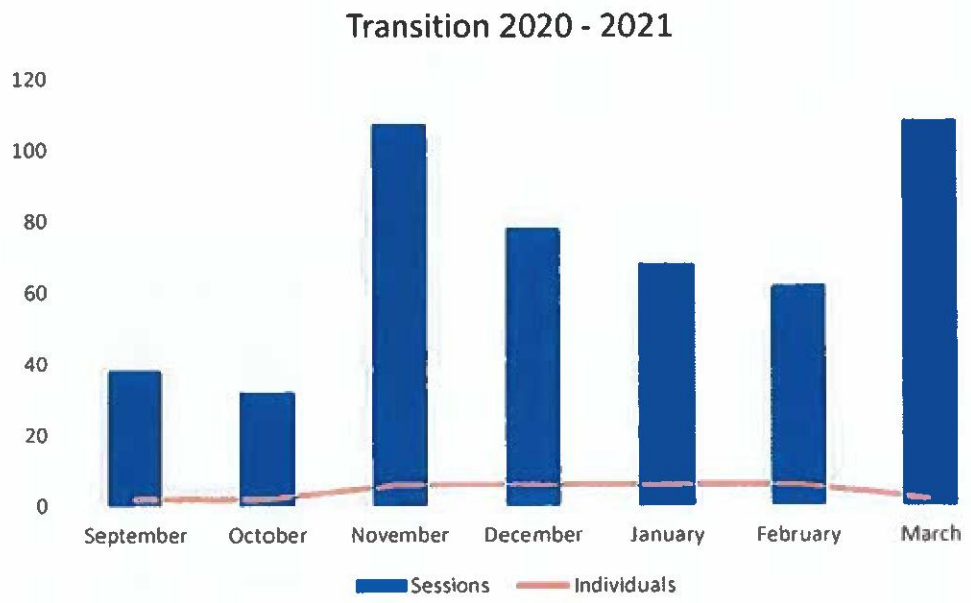


Transition Programme

An interim provision to help young people prepare for whatever comes next
For students going through an assessment process who require a short term placement while a longer term solution is arranged.

Students take part in activities available within our 54 acre classroom to develop life and core skills, build their confidence and self-esteem, manage their relationships and improve communication and team work. The aim is to encourage young people to take responsibility and prepare them for transition back in to mainstream provision.

This year we have provided a total of 493 sessions for 10 young people.



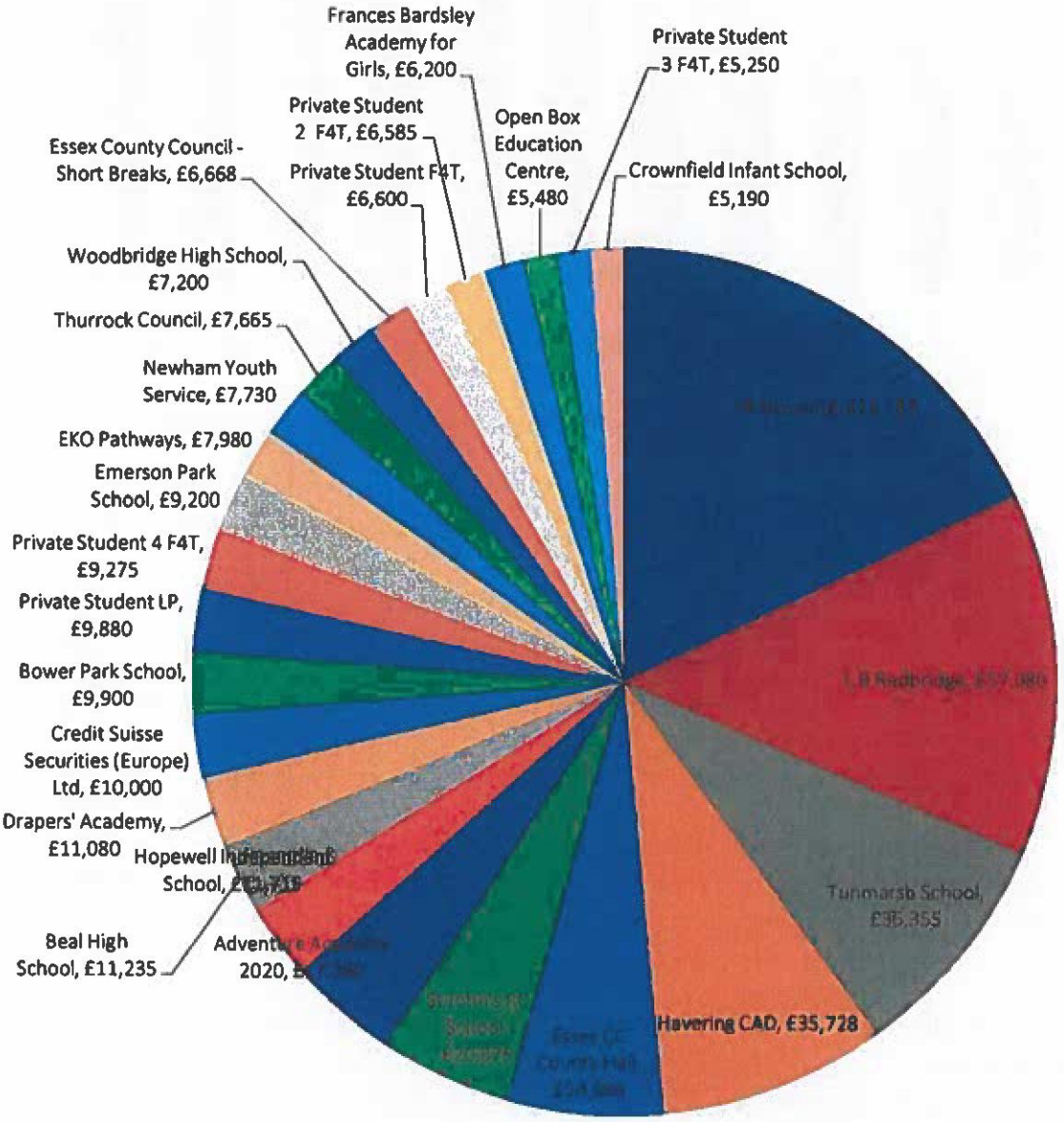
FACILITIES

The Centre's new website continues to be an invaluable route to market and a resource for our stakeholders. We also use our online presence through Twitter and Facebook to stay in contact with supporters and clients. It has been especially useful as a means of communicating with our beneficiaries and the wider community whilst Covid 19 measures have been in place.

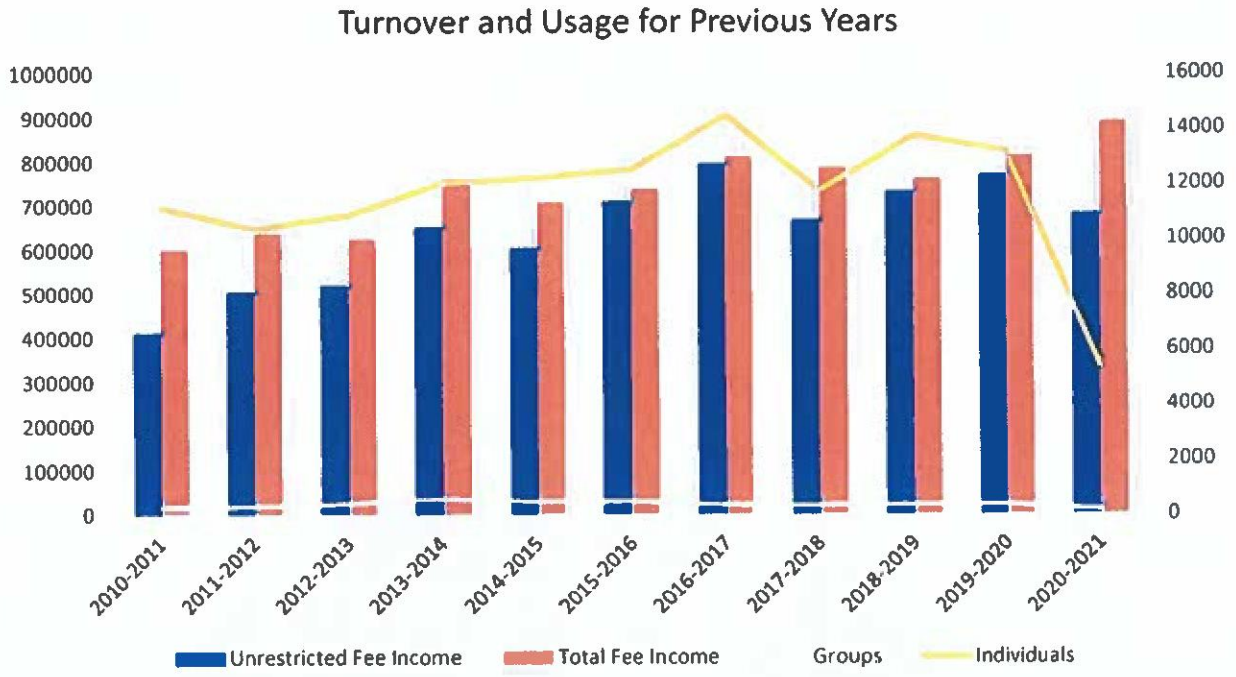
Lambourne End provides a hugely varied list of activities for young people and groups. Our most popular activities were:

- Farm Tour
- Team Challenge Days
- Archery
- Camp Fire
- Pony and Cart
- Ropes Course
- Team Building
- Rockets
- Caving
- Mini Beast Hunting

The centre continues to work with a wide range of groups and individuals that reflects our values of accessibility and inclusivity. The key stakeholders are shown in the graph below. What is apparent is the fact that the centre secures two thirds of its income from around 10% of the different stakeholders with the remainder being much smaller transactions. The Board reviews this position regularly to manage any risks associated with this distribution.



Sales over 5K Apr 2020 - Mar 2021 - Total £422,684



Review of Development goals for 2020/21

Overarching goal

- Owing to the impact of Covid 19 pandemic on the charity, our primary focus for the coming year has to be to secure funds to ensure the centre continues its work across all areas. This involves signficiant fundraising activity alongside creative reshaping of programmes and offerings.
  - *Successfully completed, expenditure reduced, job retention scheme applied and a very successful fundraising campaign implemented*
  - *Also secured funding to re-furbish the blue hut and build a new log cabin to provide additional indoor space for visiting groups and help keep groups sizes smaller and socially distanced during the pandemic. Blue Hut fully re-furbished, New hut purchased and groundworks completed in preparation for delivery.*

Facilities

Due to Covid the ideas for development of the facilities may have to be put on hold. However, the following are ongoing fundraising applications:

- Wheel chair absell – refurbishment of this and creating access to apiary
  - *Funds raised and work completed*
- Refurbishment of poly tunnels on the gardens and build another
  - *Still pending*
- It may become necessary to seek funding to maintain and refurbish the swimming pool which is a key asset for the centre.
  - *Temporay repairs completed to enable the swimming pool to be used during the summer and significant funds raised towards the total cost of a full refurbishment.*
- Continue to explore possibilities of hiring temporary buildings to house additional programmes / providers wishing to make use of the site

- *These are ongoing conversations with local authorities / clients*

- Re-start the process of creating a two acre lake on site
  - *Changes in staff team and Covid 19 has meant this has been put on hold*
- Begin funding for a high ropes course
  - *Still pending – fundraising targets have been refocused onto survival post Covid and the swimming pool refurbishment*

Programmes

- Continue to seek funding and build partnerhips to enable the possibility of opening a café on site that is open regularly to the public.
  - *Put on hold during Covid, but did set up a click and collect scheme for our produce. Will look to develop this along with the shop and café during the comig year.*
- Increase the size of the transition programme if demand exists.
  - *Facility to increase build in to the Service Level Agreement to be implemented when demand requires.*
- Market and publicise Adventure Academy and community based / focused offerings such as family camping
  - *Completed very successfully and moved the booking process to Eventbrite*
- Develop innovative and 'safe' programmes and offerings that address apparent and emerging post Covid needs. This will include schools, families and corporates.
  - *Developed a year 6 Leavers programme, a family camps programme and 2 additional programmes for corporate groups to help recoonect staff team. Needs marketing.*
- Consider partnerships to develop offerings focused around employability, skill building and confidence building for the anticipated rise in youth unemployment post Covid.
  -Have raised some funds to pilot the running of our new Common Ground Programme aimed re-connecting people with a view to helping them back in to employment.

Development goals for 2021/22

Overarching goal

- Following the impact of Covid 19 pandemic on our communnity, our primary focus for the coming year is to build upon the work we have started to help groups and individuals work through the difficulties they are facing as a result of the pandemic. This wil involve continuing our fundraising effort and reshaping and development of programmes and offerings to address the emerging needs.

Facilities

- Raise the remainder of the money to fully refurbish the swimming pool.
- Erect the new hut, complete the fixtures and fittings and make it operational
- Re-roof and re-floor the cabin to ensure it is safe and fit for purpose
- Repair the roof on the residential accommodation
- Create a shop, reception and café in and around the area currently being used as duty accommodation
- Introduce a pavilion style building on the glamping field to house and facilitate New directions and our family camps

Programmes

- Successfully deliver the OWL's programme funded by Ernest Cook Trust
- Expand the Common Ground Programme to be able to offer more days to more people
- Introduce Crossbow shooting and beekeeping sessions as a new activities
- Expand the family glamping provision

- Market the Team days for staff teams
- Consider running more out of school clubs, including opening up a young farmers club on a Sunday as well, working with Redballoon Foundation to provide afterschool clubs for some of the deprived communities they are working in.
- Explore the possibility of working in partnership to create an on site outdoor pre-school
- Explore the possibilities of hosting the "Field of dreams" programme

Fundraising

- We are committed to ensuring that we are completely open about our fundraising and spending and follow the Code of Fundraising Practice.
- We undertake fundraising activitiy to our supporters via formal applications, direct mail and direct contact at events, which is managed by the Centre's Fundraising Coordinator.
- We do not use any third parties to assist with raising finds and have had no complaints during this financial year.
- We did not receive any complains with regards to our fundraising activity in the year.

FINANCIAL REVIEW

The total income rose to £890,177 (2020: £813,820). Expenditure fell to £674,675 (2020: £808,331). The CEO continues to oversee careful controls of all expenditure and wise stewardship of the funds often generously raised and given. This trading performance resulted in a surplus of £215,502 (2020: Surplus £5,489) in general funds. Our cash position is surprisingly healthy given the difficulties faced during the pandemic.

The Trustees appreciate the role that fundraising plays in our success and thank the staff and numerous volunteers who raise money for us through a variety of means as well as supporting us on the Fun Days when we open the centre to the public. We are very grateful to the main benefactors who have contributed funds to support the work of the Centre:

- Fowler, Smith and Jones Charitiable Trust
- Jack Petchey Foundation
- George Dudley Herbert Trust
- Essex County Council – Action for Children
- Essex Youth Trust
- Garfield Weston
- Epping Forest Grants for groups
- Essex Community Foundation
- Credit Suisse
- Chapman Cahritable Trust
- Leytonstone and Woodford Rotary club
- Bernard Sunley Charitable Trust
- Ford Britain trust
- Ernest Cook Trust
- National Lottery
- Grange Farm Trust
- Tesco Bags of Help
- Ecclesiastical Movement for Good
- Charles S French Trust
- Epping Rotary Club
- Essex Short Breaks Capital Grant

Commissioned by:

- Essex County Council – Action for Children
- London Borough of Redbridge – Short breaks
- Approved as an Alternative Provision Provider for Havering, Essex, Barking and Dagenham, Redbridge, Waltham Forest, Newham and Tower Hamlets

RESERVES

The Company's reserves policy is aimed at building reserves to a level of six months expenditure, necessitated largely by the peaks and troughs in revenue income, although we do not experience these fluctuations as a result of careful product and service portfolio management.

The Charity currently holds cash reserves equivalent to 3 months running costs and the Board's policy is to carefully build reserves whilst enabling development of the work. We are confident that the charity has a strong financial future. Three months running costs amounts to approximately £210,000.

The Board recognise the need to increase the reserves to the required levels and is committed to finding ways to kick on now from our relatively solid foundations so that the next 10 years are fulfilling for our customers, our people and our communities. Developing a strategy for achieving this will be a key focus for the Board this coming year.

The Board is well aware that we need a keen pricing policy that represents great value for money whilst also acknowledging our reputation and quality provision.

The CEO is charged to ensure that the full cost of delivering the service is recovered. Future new projects should further spread the support costs, in turn reducing the unit cost of all programmes and hopefully will provide additional income streams.

RISK ASSESSMENT

The risk review has been updated and the Board is satisfied that undesirable risks associated with running an adventure centre and farm are managed appropriately. The comprehensive business risk review currently identifies 62 separate risk and categorizes them by

- Environment
- Financial
- Health and Safety
- Operational
- Personnel
- Physical Disaster
- Regulation
- Strategic

Rating them on a scale of intolerable, undesirable, tolerable. All risks are owned by the Board and key management personnel predominantly the CEO. All risks have actions identified to be taken or completed and the risk review is presented to the Board annually using a RAG rating system. This allows for monitoring of outstanding actions.

The global Covid 19 Pandemic has raised new risks for our business which are to be incorporated into our ongoing risk review. These are actively managed by the Trustees and CEO.

KEY MANAGEMENT ROLES

The Board remains proactive in planning for resourcing key roles in the charity. These are deemed to be CEO, Programmes Manager, Site and Farm Manager, Fundraising and Marketing Co-ordinator, Centre Co-ordinator. Pay and remuneration

for all roles is benchmarked against the sector and the Human Resources Sub Committee reviews this annually and makes recommendations to the Board for approval.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Company law requires the trustees to prepare financial statements for each financial year 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 these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 that disclose with reasonable accuracy at any time of the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware;
- 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 auditor is aware of that information.

Approved by the Trustees on 6th November 2021 and signed on their behalf by:

T A Richardson (Chair):

G T George (Treasurer):

Independent auditor's report to the members of Lambourne End Limited

Opinion

We have audited the financial statements of Lambourne End Limited for the year ended 31 March 2021 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows 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 the charitable company's net movement in funds, including the 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 charity 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 Trustees' Report (incorporating the strategic 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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 (incorporating the strategic report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and 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 (which incorporates the strategic report and directors' 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 by the charitable company; or
- the charitable company 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 for the financial statements

As explained more fully in the Statement of Trustees' Responsibilities statement set out on page 19, 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charitable company and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to charity and company law applicable in England and Wales, and we considered the extent to which non-compliance might have a material effect on the financial statements.We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, Charities Act 2011.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to revenue recognition, in particular in relation to recording income from donations and charitable activities in the correct accounting period and management override of controls. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators;
- Discussions with management including consideration of known or suspected instances of noncompliance
- with laws and regulation and fraud;
- Reviewing the controls and procedures of the charity relevant to the preparation of the financial
- statements;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations,
- postings by unusual users or with unusual descriptions, and
- Challenging assumptions and judgements made by management in their critical accounting estimates
- including those made in connection with the recoverability of debtors.

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

Richard Weaver (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors

10 Queen Street Place
London EC4R 1AG

13/12/2021

LAMBOURNE END LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (incorporating the Income and Expenditure account)

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Income on:					
Donations and Legacies		21,601	-	21,601	4,706
Charitable activities:					
Adventure Activities		106,978	63,932	170,910	162,218
Learning Programmes		241,394	47,472	288,866	242,453
Lambourne End Centre Facilities		65,007	31,104	96,111	114,477
Farm and the Environment		66,498	25,854	92,352	72,185
Hands On Programme		73,799	20,604	94,403	92,925
Food For Thought		105,332	20,604	125,935	124,855
Total income		680,609	209,570	890,179	813,820
Expenditure from:					
Raising funds:					
Donations		15,546	-	15,546	33,170
Charitable activities:					
Adventure Activities		118,472	27,700	146,172	150,365
Learning Programmes		110,395	34,336	144,731	240,440
Lambourne End Centre Facilities		66,533	18,252	84,785	92,266
Farm and the environment		73,674	20,968	94,642	89,529
Hands On Programme		59,315	18,252	77,567	79,689
Food For Thought		92,981	18,252	111,233	122,872
Total expenditure	7	536,916	137,760	674,676	808,331
Net incoming resources before transfers	4	143,693	71,810	215,503	5,489
Transfers between funds		45,580	(45,580)	-	-
Net movement in funds		189,273	26,230	215,503	5,489
Funds brought forward		479,857	15,852	495,709	490,220
Funds at 31st March 2021		669,130	42,082	711,212	495,709

All amounts relate to continuing operations. There were no other recognised gains or losses in the period.

Full comparative figures for the year ended 31st March 2020 are shown in Note 19

The notes on pages 24 to 35 form part of these accounts.

LAMBOURNE END LIMITED

BALANCE SHEET

AT 31 MARCH 2021

	Notes	2021 £	2021 £	2020 £	2020 £
FIXED ASSETS					
Tangible assets	8		346,713		345,999
CURRENT ASSETS					
Stock		17,095		16,725	
Debtors	9	66,582		61,046	
Cash at bank and in hand		487,319		212,281	
		570,996		290,052	
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	10	(206,497)		(140,343)	
NET CURRENT ASSETS			364,499		149,709
NET ASSETS	12		711,212		495,708
FUNDS					
Unrestricted funds:					
General funds			322,417		133,858
Designated funds	8		346,713		345,999
Restricted funds:			42,082		15,852
TOTAL CHARITY FUNDS	11		711,212		495,709

The financial statements were approved and authorised for issue by the trustees on: 26/11/24
and signed on their behalf by:

.....
[Name]

.....
[Name]

The notes on pages 24 to 35 form part of these accounts

LAMBOURNE END LIMITED

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	2020 £
Cash flows from operating activities	322,476	51,910
Cash flows from investing activities		
Interest income	44	238
Purchase of tangible fixed assets	(47,482)	(51,843)
Cash provided by (used in) investing activities	(47,438)	(51,605)
Increase (decrease) in cash and cash equivalents in the year	275,039	305
Cash and cash equivalents at the beginning of the year	212,281	211,976
TOTAL CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	487,319	212,281

NOTES TO THE CASH FLOW STATEMENT	2021 £	2020 £
Reconciliation of net income to net cash flow from operating activities		
Net income for the reporting period	215,502	5,488
Decrease / (Increase) in debtors	(5,536)	(782)
Increase / (Decrease) in creditors	66,154	1,950
Interest received	(44)	(238)
Add back depreciation charge	46,769	43,508
Decrease / (Increase) in Stock	(370)	1,983
Net cash (used in)/provided by investing activities	322,475	51,910
Analysis of cash and cash equivalents		
Cash at bank and in hand	487,319	212,281

1. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Lambourne End Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

Going Concern

The surplus for the year results in closing unrestricted funds totalling **£669,129.** Rolling one-year budget and cash flow forecasts are prepared monthly during the Covid-19 crisis. The Board has taken emergency actions eg used the Government's Job Retention Scheme to furlough staff, requested help from regular funders, etc to manage the financial situation. There are also plans being followed to allow the Centre to return to a degree of normality as the crisis eases. Therefore, based on all the evidence available to them, the Trustees believe the Charity is a going concern for the foreseeable future.

Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charities accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Fund accounting

Unrestricted funds comprise accumulated surpluses and deficits on general funds. They are available for use at the discretion of the trustees in furtherance of the general charitable objectives. Designated funds are amounts that have been set-aside at the discretion of the Trustees. Restricted funds comprise monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.

Income recognition

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

Donations and gifts

Donations and gifts are included in full in the period in which they are received.

Grants

Grants are included in the period in which they are receivable, unless they relate to a specific future period in which case they are deferred.

Income from charitable activities

Income from charitable activities is recognised as earned as the related services are provided.

Expenditure

Expenditure is accounted for on an accruals basis and includes irrecoverable VAT which is reported as part of the expenditure to which it relates. Costs of generating funds are those costs incurred to raise voluntary income and costs of trading activities for the purpose of raising funds.

Charitable expenditure relates to costs incurred in delivering the charity's activities and services to its beneficiaries. Governance costs are costs incurred in meeting the constitutional and statutory requirements of the charity.

1. ACCOUNTING POLICIES (CONTINUED)

Allocation of costs
Staff costs are allocated between direct charitable expenditure and support costs based on the time spent on these activities. Other costs are allocated directly to the relevant heading.

Tangible assets
Tangible assets are shown at cost.
Provision is made for depreciation on all tangible assets at equal annual rates calculated to write off the cost, less estimated residual value over their useful lives that were estimated to be:

Computer equipment – 3 years, Sports equipment – 3 years, Vehicles – 5 years, Fixtures & Fittings – 5 years, Site equipment – 5 years, and Farm machinery – 5 years.

Fixed structures, such as: the stable block, solar panels, toilet block for the disabled etc, were depreciated over the life of the (old) lease on the site which expired on 30/9/2019.

A new lease was signed with effect from 1st July 2015 for 30 years therefore fixed structures (eg new barn or cabin) are depreciated over 20 years or 10 years (depending on their assessed durability).

Creditors and provisions
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 due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

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

Debtors
Short term debtors are measured at transaction price, less any impairment.

Stock
Stocks are valued at the lower of cost and net realisable value. Livestock is valued at net realisable value based on estimates by the Farm Manager derived from reputable external sources such as Farmers Weekly.

Employee benefits:

Short term benefits
Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

Employee termination benefits
Termination benefits are accounted for on an accrual basis and in line with FRS 102.

Pension scheme
Currently only four staff are on the defined contribution pension scheme operated by Lambourne End Ltd for their benefit. The assets of the scheme are held independently from those of Lambourne End Ltd in an independently administered fund. Other employees who are eligible under auto-enrolment are on the new scheme which started in 2018-19. The pensions costs charged in the financial statements represent the employer's contributions payable during the year.

Financial Instruments
Basic financial instruments consist of the cash held at bank of £487,319, debtors (excluding prepayments and accrued income) of £21,379 and liabilities (excluding fees paid in advance) of £111,819.

2. DONATIONS AND LEGACIES

	2021 Total £	2020 Total £
Donations (from individuals inclusive of Gift Aid)	21,601	4,706
	21,601	4,706

3. INCOME FROM CHARITABLE ACTIVITIES

	2021 £	2020 £
Adventure Activities	170,910	162,218
Learning Programmes	288,866	242,453
Lambourne End Facilities	96,111	114,477
Farm and the Environment	92,352	72,185
Hands On Programme	94,403	92,925
Food For Thought	125,936	124,855
	868,578	809,114

4. NET INCOME FOR THE YEAR

	2021 £	2020 £
This is stated after charging:		
Depreciation	46,769	43,508
Auditors' Remuneration – Audit Fee	8,500	8,240

5. EMPLOYEES AND STAFF COSTS

	2021 £	2020 £
Staff costs were as follows:		
Wages and salaries	418,802	504,705
Social security costs	30,307	37,969
Pension costs	15,200	15,799
Other staff costs	6,941	4,201
	471,250	562,673

No member of staff received remuneration exceeding £60,000 during the period. The key management personnel of the charity are considered to be CEO; Farm & Site and Programme Managers; Centre, Hands On Programme, Fundraising & Marketing, Food For Thought, and Alternative Provision Co-ordinators. The total employee benefits of the key management personnel of the Trust were £250,839 (2020: £255,092). There were no redundancy or termination payments in the year (2020 – None). There was one settlement payments in the year totaling £6k made to one employee (2020- None)

STAFF COSTS AND NUMBERS

	2021 Number	2020 Number
The weekly average number of employees was:		
Full-time	17	17
Part-time (Full-time equivalent)	5	9
	22	26

6. TRUSTEES' REMUNERATION AND REIMBURSED EXPENSES

No trustee received remuneration for his or her services during the period.
No Trustee received reimbursed expenses for travel during the period (2020: £Nil) and no training costs were incurred (2020: £Nil).

7. ANALYSIS OF TOTAL EXPENDITURE

	Staff Costs £	Other £	Dep'n £	Total 2021 £	Total 2020 £
Cost of generating funds:					
Costs of generating voluntary income	14,520	1,026	-	15,546	33,170
Charitable activities:					
Adventure Activities	97,430	32,059	16,683	146,172	150,365
Learning Programmes	118,188	24,667	1,876	144,731	240,440
Lambourne End Centre Facilities	43,136	22,011	19,638	84,785	92,266
Farm and the Environment	51,218	38,123	5,301	94,642	89,529
Hands On	57,996	18,164	1,407	77,567	79,689
Food For Thought	88,762	20,607	1,864	111,233	122,872
	471,250	156,65	46,769	674,676	808,331

	Direct £	Support £	Total 2021 £	Total 2020 £
Cost of generating funds				
Costs of generating voluntary income	15,546	-	15,546	33,170
Charitable activities:				
Adventure Activities	102,480	43,692	146,172	150,365
Learning Programmes	101,039	43,692	144,731	240,440
Lambourne End Centre Facilities	52,016	32,769	84,785	92,266
Farm and the Environment	61,874	32,768	94,642	89,529
Hands On	44,798	32,769	77,567	79,689
Food For Thought	78,464	32,769	111,232	122,872
Total:	456,217	218,459	674,676	808,331

Analysis of support costs	Total 2021 £	Total 2020 £
Staff costs	132,324	179,251
Light, heat, rates, insurance & water	29,188	66,466
Travel costs	6,793	18,642
Printing, postage, stationery & telephone	9,561	15,186
Professional fees	9,291	3,943
Fundraising & Publicity	-	195
Sundry costs	13,423	28,224
Depreciation	9,379	6,648
Governance costs (audit fees)	8,500	8,240
Total:	218,459	326,795

Support costs have been allocated on the basis of 20% each for Adventure Activities, and Learning Programmes, and 15% for each of Facilities, Farm and Environment, Hands On, and Food For Thought projects.

8. TANGIBLE FIXED ASSETS

	Motor Vehicles	Computer Equip	Site Equip	Sports Equip	Facilities Equip	Farm Equip & Machinery	Total
	£	£	£	£	£	£	£
Cost							
At 1 April 2020	10,500	-	69,775	101,412	290,020	30,100	501,807
Less Written down items	-	-	(558)	(3,576)	(1,667)	(1,000)	(6,801)
Additions 20/21	-	1,112	2,696	19,688	19,341	4,646	47,483
At 31 March 2020	10,500	1,112	71,913	117,524	307,693	33,746	542,489
Depreciation							
As at 1 April 2020	2,100	-	12,705	21,517	111,832	7,654	155,808
Less Written down Items	-	-	(558)	(3,576)	(1,667)	(1,000)	(6,801)
Charge for the year	2,100	185	7,094	14,807	18,688	3,895	46,769
At 31 March 2021	4,199	185	19,241	32,749	128,853	10,548	195,776
Net Book Value							
31 March 2020	**6,301**	**927**	**52,673**	**84,775**	**178,840**	**23,198**	**346,713**
31 March 2019	8,401	0	57,070	79,895	178,187	22,446	345,999

9. DEBTORS

	2021 £	2020 £
Accounts receivable	43,102	50,910
Other debtors	-	-
Accrued income	21,379	3,112
Prepayments	2,102	7,024
	66,582	61,046

10. CREDITORS amounts failing due within one year

	2021 £	2020 £
Trade creditors	-	-
Other creditors & accruals	92,275	71,369
Deferred Income	-	-
Fees in advance	94,678	51,516
Other tax & social security costs	-	-
Aston Mansfield	-	-
Wellgate Community Farm	19,544	17,459
	206,497	140,343

11.FUNDS

	Balance at 31 March 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
General	479,857	680,609	(536,916)	45,580	669,129
Restricted Funds					
Adventure Activities:					
Activity equipment:	2	-	-	(2)	-
- Hedley Foundation	2,154	-	-	(2,154)	-
- Essex County Council	1,358	-	(162)	-	1,196
- Epping Forest DC	-				
– Grants for Groups		5,000	(3,364)	(1,620)	16
Sub total	3,514	5,000	(3,526)	(3,776)	1,222
Pool Refurbishment					
- Essex Youth Trust	-	10,000	-	-	10,000
- Bernard Sunley Foundation	-	5,000	-	-	5,000
- Ford Britain Trust	-	2,160	-	-	2,160
Sub total	-	17,160	-	-	17,160
Essex CC – Short Breaks					
- Capital	-	14,300	-	(14,300)	-
Learning Programmes:					
Garfield Weston Foundation	-	20,000	(10,000)	-	10,000
Essex Community Fund					
- Minter Family Foundation	-	3,000		-	3,000
Facilities:					
Improvements:					
Grange Farm Charitable Trust	-	7,500	-	(7,500)	-
Farm & Environment:					
Jack Petchey:					
- Volunteers	2,395	-	-	-	2,395
- Farm improvements	(473)	2,250	(1997)	-	(220)
Sub total	1922	2,250	(1997)	-	2,175
Essex Youth Trust – Site (farm/garden)	2,500	-	(562)	-	1,938
Rotary Club – Farm Project	-	1,500	-	(1,329)	171
Beekeeping / Apiary:					
- Postcode Local Trust	4,444	-	(158)	(3,317)	969
- Rotary Club (Leytonstone & Woodford)	-	1,500	-	-	1,500
Sub total	4,444	1,500	(158)	(3,317)	2,469
Food For Thought:					
Garden Improvements	2,000	-	-	-	2,000

Support Projects:					
Site Improvements:					
- Chapman Charitable Trust – Common Ground	-	1,000	-	-	1,000
Reaching Out Initiatives:					
- Other	952				952
- Tesco – Operation Groundwork (Community Projccts)	-	500	(500)	-	-
Apprentice Grant	520	-	(520)	-	-
National Lottery Community Fund:	-	135,860	-	-	135,860
- Equipment & materials	-	-	(3,250)	(14,727)	(17,977)
- Running costs	-	-	(38,211)	(631)	(38,842)
- Salaries	-	-	(79,036)		(79,036)
Sub total		135,860	(120,497)	(15,358)	5
Total Restricted Funds	15,852	209,5670	(137,760)	(45,580)	42,082
Total Funds	495,709	890,179	(674,576)	-	711,212

Comparative fund movement is included in Note 21. Transfers have been made out of restricted funds and into general funds when the terms of the restriction have been met.

The Ernest Cook Trust provided £30K of funding to support the delivery of Outdoor Weeks of Learning (OWL's) to 60 young people. Although the money was received in this financial year it was for the delivery of the project in the following financial year with a pre-condition that all attendees would need to be approved as eligible by the Ernest Cook Trust for them to confirm that the project could be delivered and the funding allocated for their delivery.

12. ANALYSIS OF NET ASSETS

	General Fund £	Designated Fund £	Restricted Fund £	2021 Total	2020 Total £
Tangible fixed assets	-	346,713	-	346,713	345,999
Current assets	528,914	-	42,082	570,996	290,052
Current liabilities	(206,497)	-	-	(206,497)	(140,343)
	322,417	346,713	42,082	711,212	495,708

13. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year.

14. FINANCIAL COMMITMENTS

	2021 £	2020 £
At 31 March 2021 the company had total annual commitments of:	Nil	Nil

A new lease for 30 years became effective on 1st July 2015. It has a "break" clause at 5 years ie 1st July 2020. There are also circumstances under which the lessor (Aston Mansfield) may be due rent in future years.

15. CONTINGENT ASSETS

None

16. TAXATION

Lambourne End Limited is a registered charity and therefore is not liable to income tax or corporation tax on income or gains derived from its charitable activities, as they fall within the various exemptions available to registered charities.

17. LIABILITY OF MEMBERS

The charity is constituted as a company limited by guarantee and has no share capital. There are currently two member organisations but they now have no liability in the event of the winding up of the charity.

18. CAPITAL COMMITMENTS

At 31 March 2021 the Company had no authorised capital expenditure which was contracted for but not provided in these accounts.

19. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES 2020

	Unrestricted funds £	Restricted Funds £	Total 2020 £
Income on:			
Donations and Legacies	4,706	-	4,706
Charitable activities:			
Adventure Activities	148,4658	13,561	162,218
Learning Programmes	235,424	7,029	242,453
Lambourne End Centre Facilities	109,205	5,272	114,477
Farm and the Environment	64,663	7,522	72,185
Hands On Programme	87,654	5,272	92,925
Food For Thought	119,584	5,272	124,855
Total income	769,894	43,926	813,820
Expenditure from:			
Raising funds:			
Donations	33,170	-	33,170
Charitable activities:			
Adventure Activities	147,519	2,846	150,365
Learning Programmes	237,959	2,481	240,440
Lambourne End Centre Facilities	90,405	1,861	92,266
Farm and the Environment	85,596	3,933	89,529
Hands On Programme	77,828	1,861	79,689
Food For Thought	120,076	2,795	122,872
Total expenditure	792,554	15,777	808,331
Net incoming resources before transfers	(22,660)	28,149	5,489
Transfers between funds	36,409	(36,409)	-
Net movement in funds	13,749	(8,260)	5,489
Funds brought forward	466,108	24,112	490,220
Funds at 31st March 2020	479,857	15,852	495,709

20. COMPARATIVE TOTAL EXPENDITURE

	Staff Costs £	Other £	Dep'n £	Total 2020 £
Cost of generating funds:				
Costs of generating voluntary income	29,573	3,597	-	33,170
Charitable activities:				
Adventure Activities	101,228	33,745	15,392	150,365
Learning Programmes	202,060	36,050	1,330	240,440
Lambourne End Centre Facilities	38,855	33,739	19,672	92,266
Farm and the Environment	38,221	46,645	4,663	89,529
Hands On	55,938	22,754	997	79,689
Food For Thought	95,797	25,620	1,454	122,872
	562,673	202,150	43,508	808,331

	Direct £	Support £	Total 2020 £
Cost of generating funds			
Costs of generating voluntary income	33,170	-	33,170
Charitable activities:			
Adventure Activities	85,006	65,359	150,365
Learning Programmes	175,081	65,359	240,440
Lambourne End Centre Facilities	43,247	49,019	92,266
Farm and the Environment	40,510	49,019	89,529
Hands On	30,670	49,019	79,689
Food For Thought	73,852	49,019	122,872
Total:	481,536	326,795	808,331

21. COMPARATIVE FUNDS

	Balance at 31 March 2019	Income	Expenditure	Transfers	Balance at 31 March 2020
	£	£	£	£	£
General	466,108	769,894	(792,554)	36,409	479,857
Restricted Funds					
Activity equipment:	2	-	-	-	2
- Hedley Foundation	2,823	3,806	(291)	(4,184)	2,154
- Essex County Council	3,500	-	(2,142)	-	1,358
- Epping Forest DC		5,000			
- Activity equipment			(74)	(2,652)	
- Site equipment				(2,274)	0
Jack Petchey - Volunteers	2,395	-	-	-	2,395
- Farm improvements		2,250	(1,973)	(750)	(473)
Sub total	2,395	2,250	(1,973)	(750)	1,922
Apprentice Grant	772	500	(752)	-	520
Climbing Wall Refurbishment:					
- Other	0	-	-	-	-
Postcode Local Trust– Bee Keeping	5,054	-	-	(610)	4,444
Food For Thought:					
- Essex Community Fund	934	-	(934)	-	0
Site Improvements:					
- T. Herbert & S. Straus Trust	1,618	-	-	(1,618)	0
- Essex Short Breaks Capital		10,245		(10,245)	0
Farm Improvements:					
- Other	5,014	-	(99)	(4,914)	0
- Essex Youth Trust – Site (farm/garden)		2,500	-	-	2,500
Garden Improvements:	2,000	-	-	-	2,000
Reaching Out Initiatives:					
- Awards For All		9,800			
-Enterprise Development Fund		9,825			
- Other		0	(9,512)	(9,161)	
Sub total		19,625	(9,512)	(9,161)	952
Total Restricted Funds	24,112	43,926	(15,777)	(36,409)	15,852
Total Funds	490,220	813,820	(808,331)	-	495,709

22. COMPARATIVE ANALYSIS OF NET ASSETS	General Fund £	Designated Fund £	Restricted Fund £	2020 Total
Tangible fixed assets	-	345,999	-	345,999
Current assets	274,200	-	15,852	290,052
Current liabilities	(140,343)	-	-	(140,343)
	133,857	345,999	15,852	495,708