

# LAMBOURNE END LIMITED



Charity Registration Number:

1105063

Company Number:

05067695

REPORT AND FINANCIAL  
STATEMENTS FOR THE YEAR ENDED  
31<sup>ST</sup> 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 24 <sup>th</sup> September 2021) Caroline Rouse Rachel Grimwood (appointed 23 <sup>rd</sup> 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 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. 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 reviewed 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 31<sup>st</sup> March 2021 to the 31<sup>st</sup> 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 knowledgeable 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!"

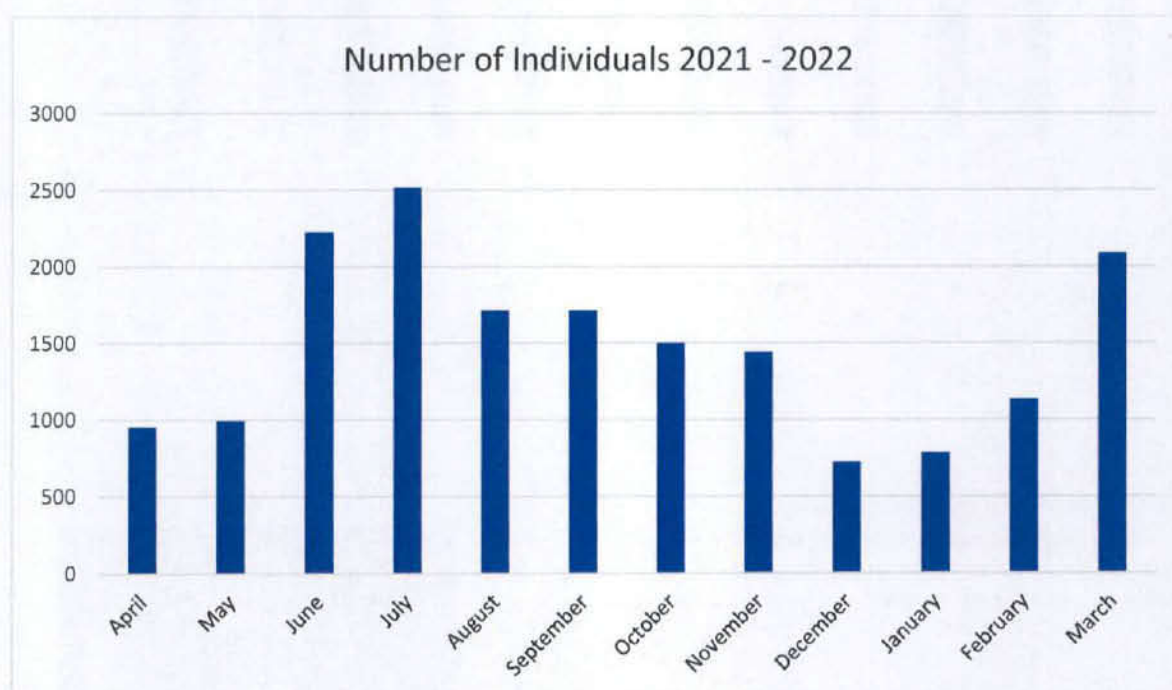
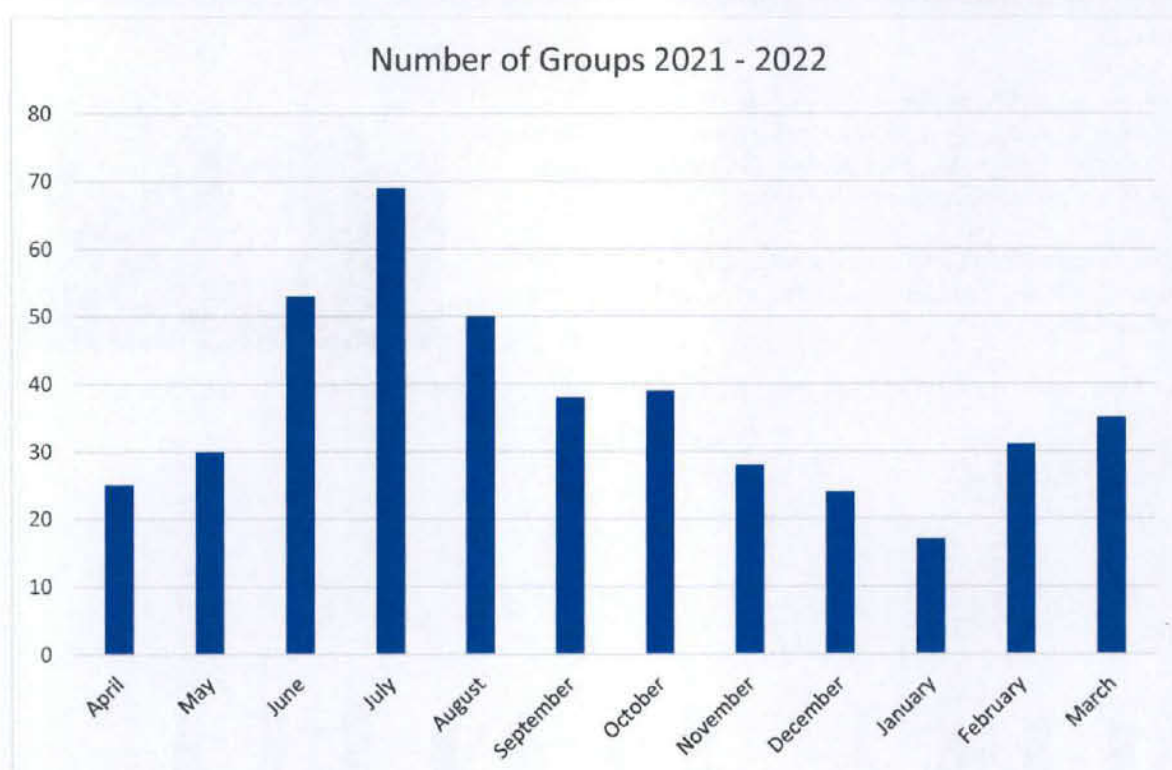
"Being here is fantastic; it's my favourite place to go in the whole wide world."

"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 incredible 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

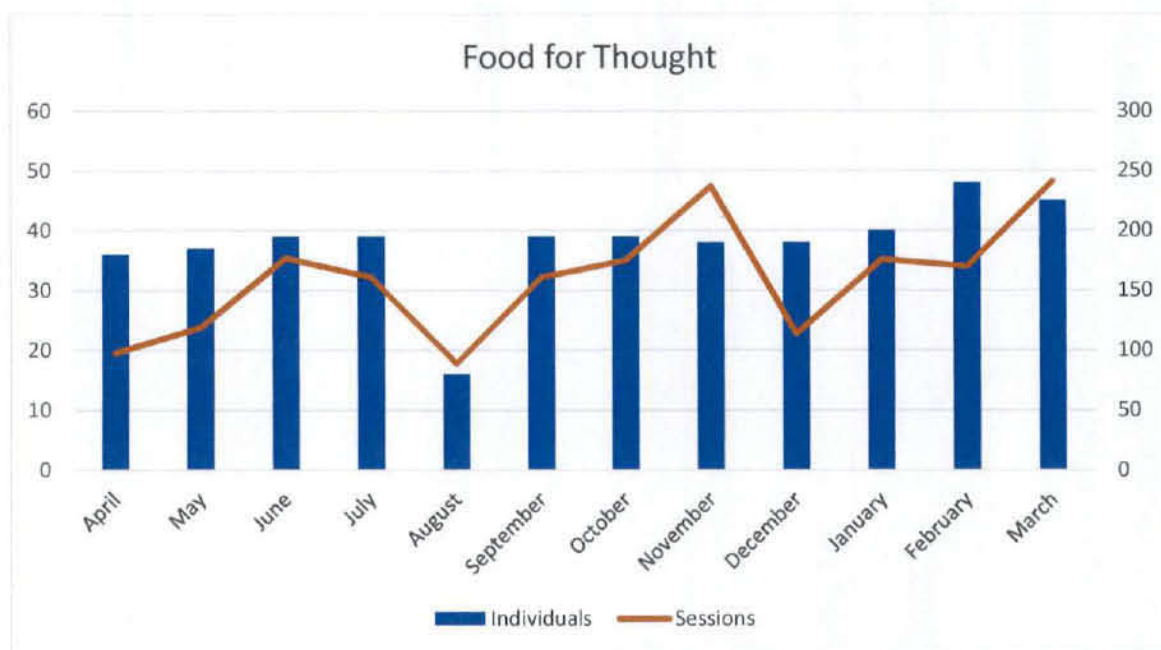
### *Improving health and wellbeing through gardening.*

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.*

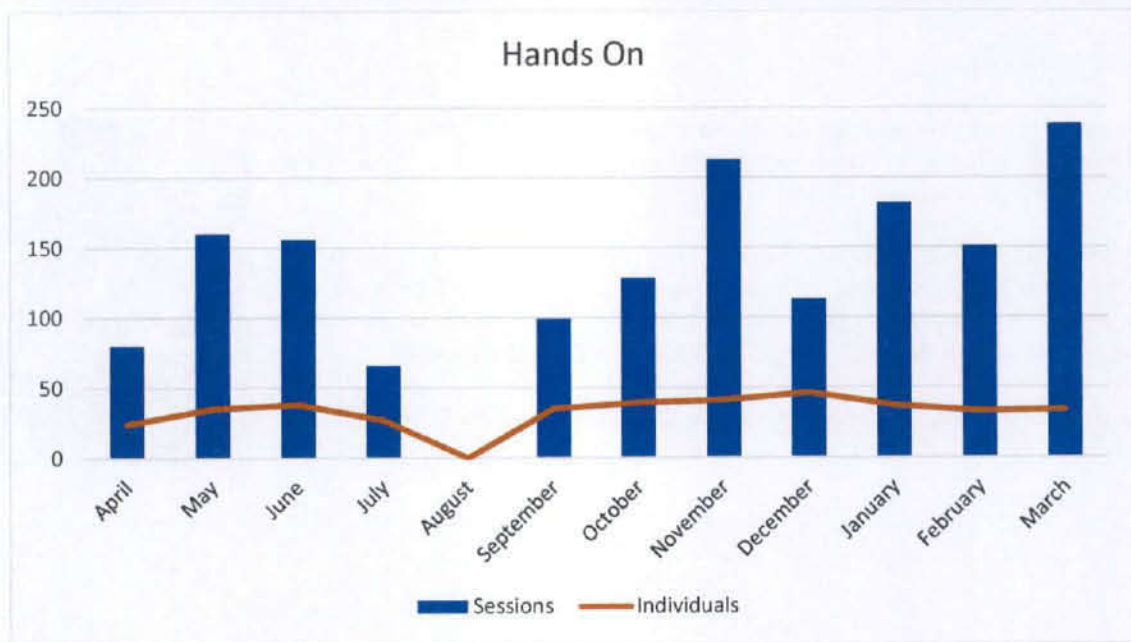
Hands On is an integrated programme of farm, environmental and land-based activities designed to build young people's confidence and self-esteem, address challenging behaviour, develop new skills and raise aspirations.

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).





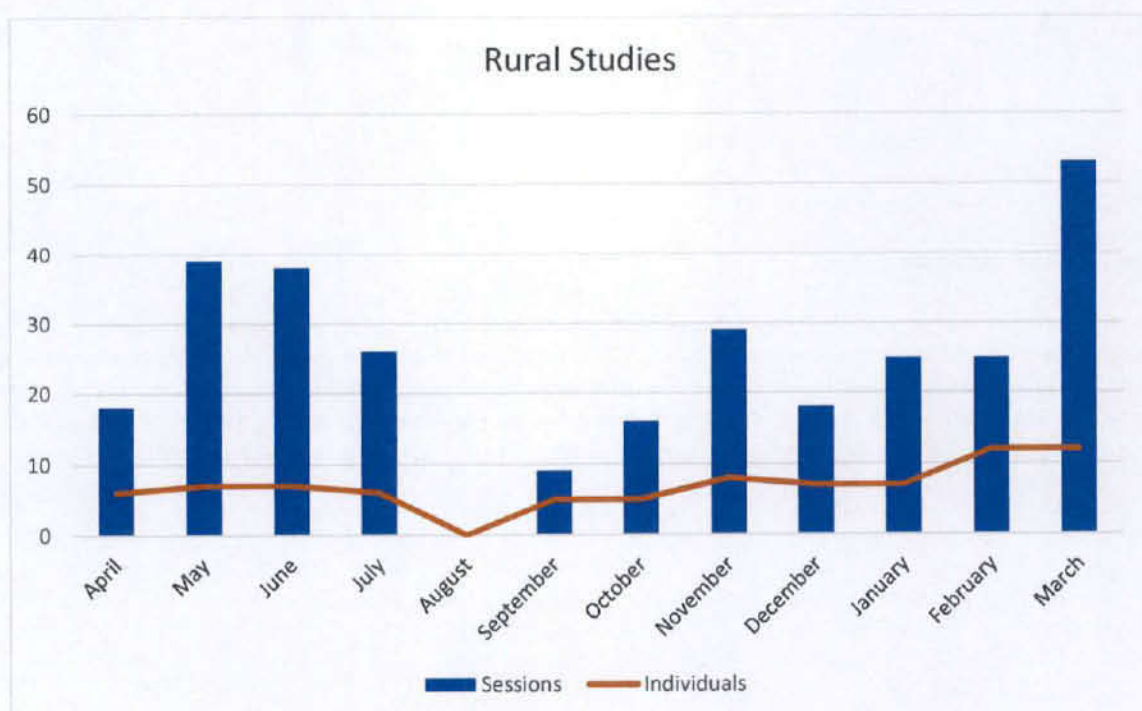
#### Rural Studies Programme

*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).



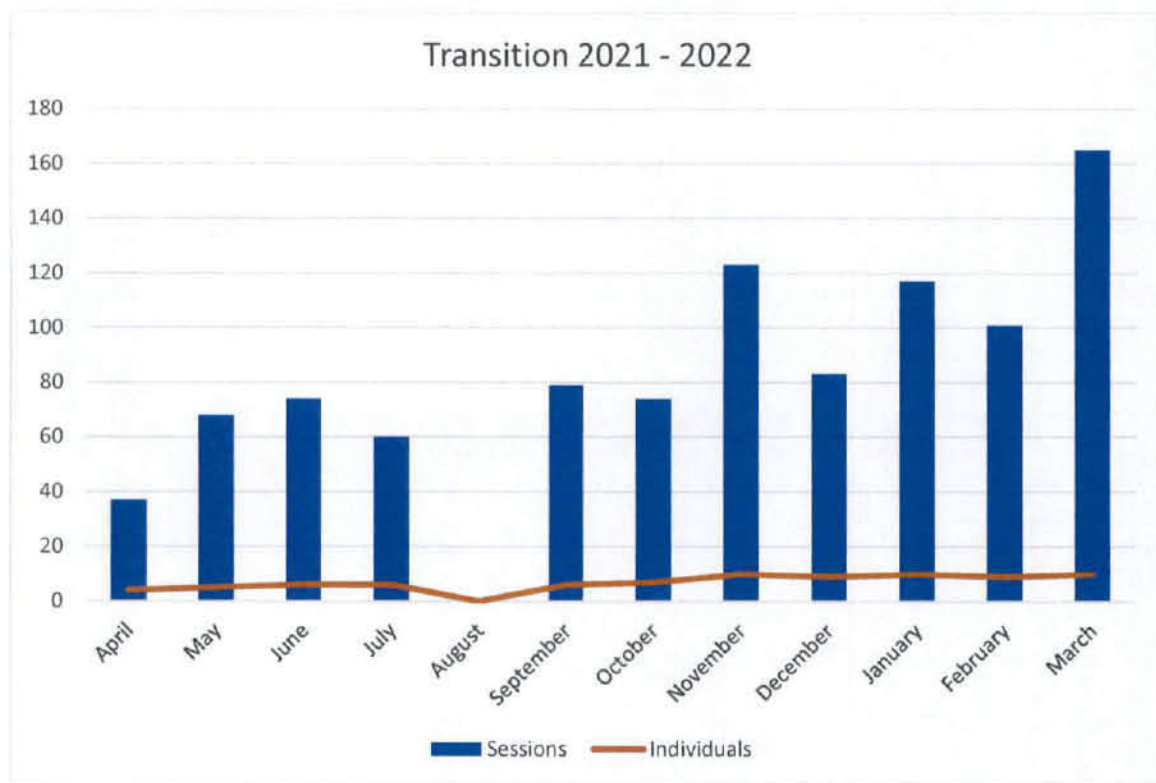
### Transition Programme

*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.

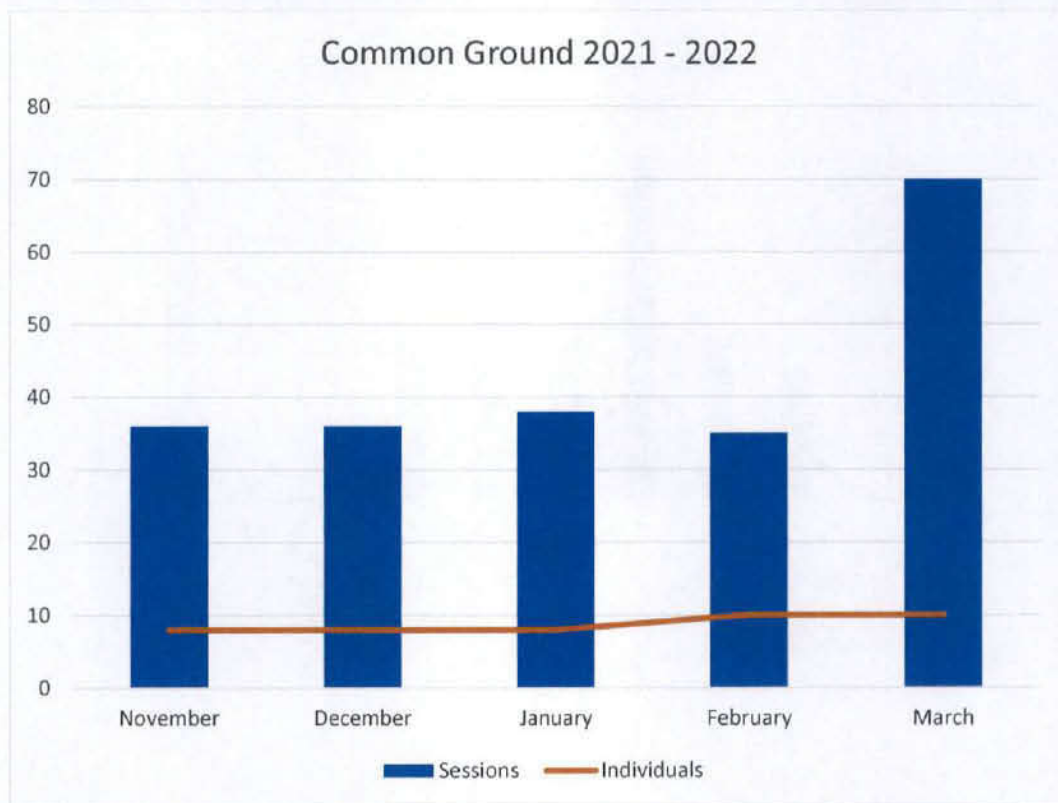
This year we have provided a total of 493 sessions (2020/2021: 493) for 10 young people (2020/2021: 10).



### 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.

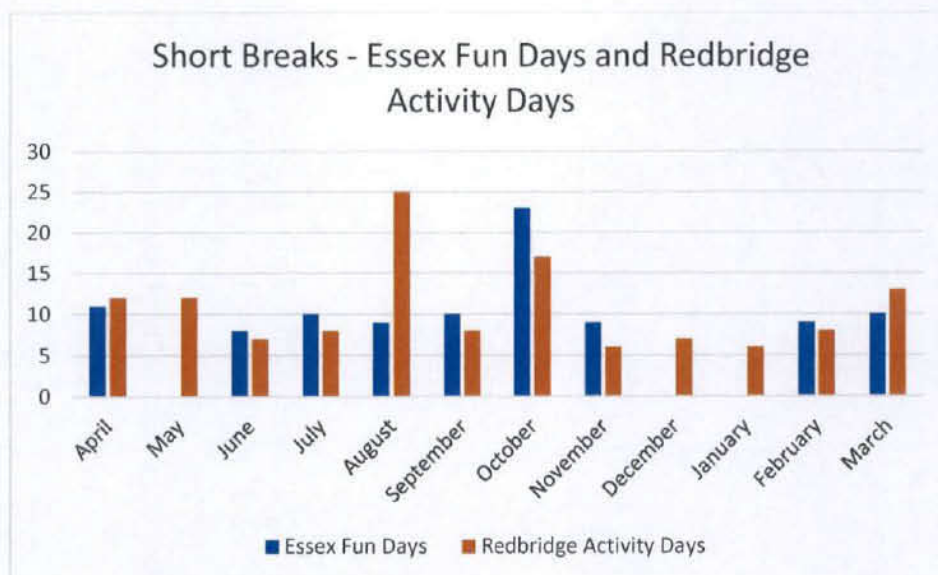


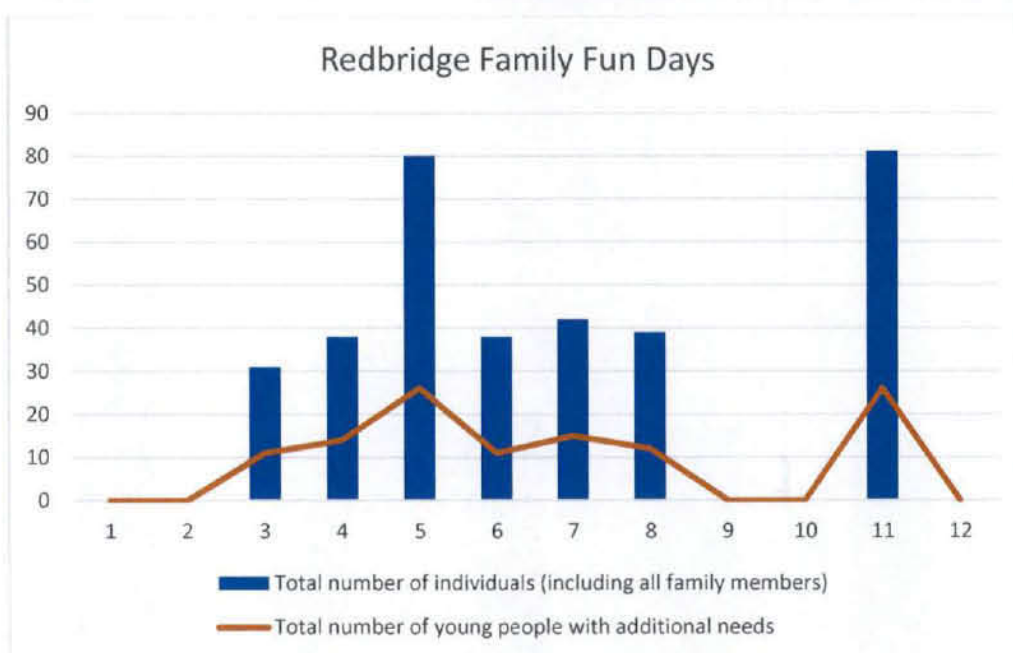


#### Short Breaks Programme

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 young 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.

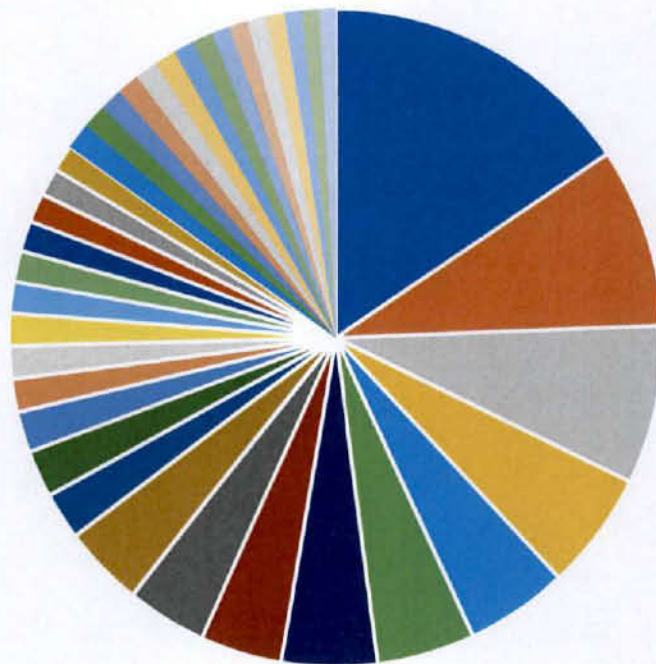
Lambourne End provides a hugely varied list of activities for young people and groups. Our most popular activities were:

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

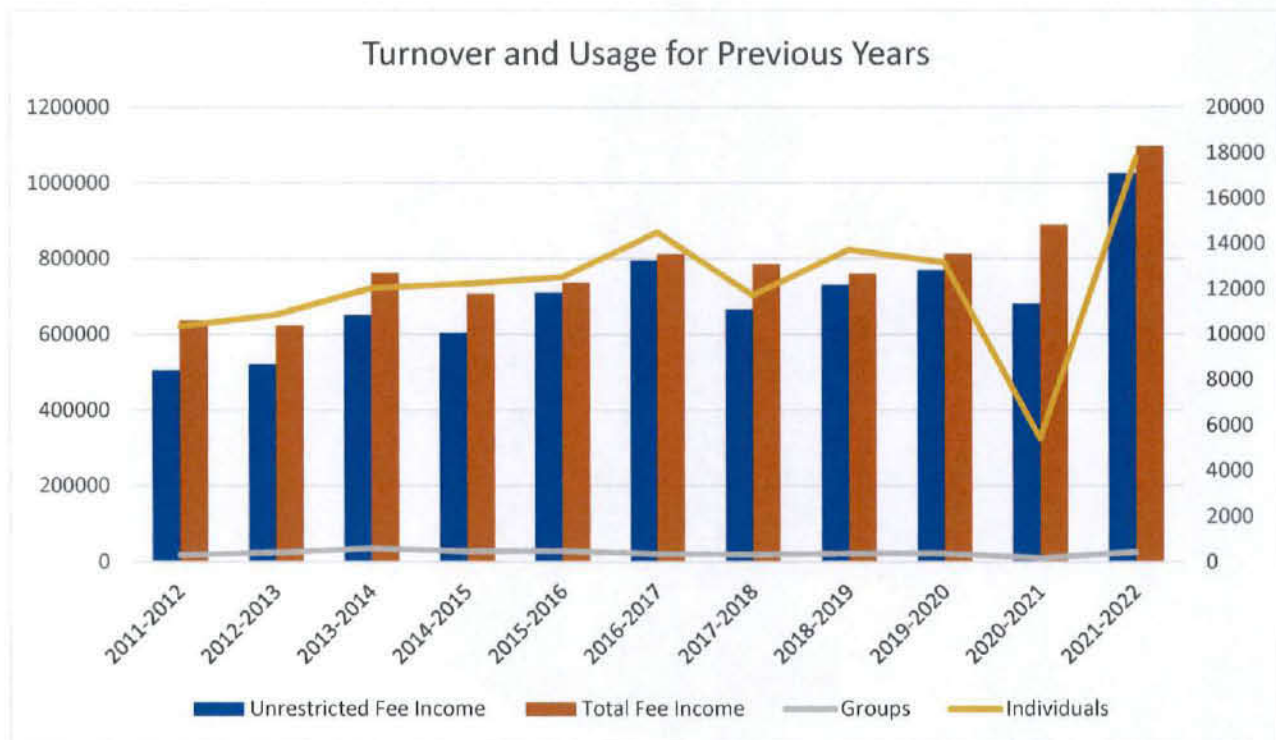
The centre continues to work with a wide range of groups and individuals that reflects our values of accessibility and inclusivity. The key stakeholders are shown in the graph below. What is apparent is the fact that the centre secures two thirds of its income from around 10% of the different stakeholders 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 will 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 2<sup>nd</sup> 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 funds and have had no complaints during this financial year (2020/2021: none).
- We did not receive any complaints 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 Charitable 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.

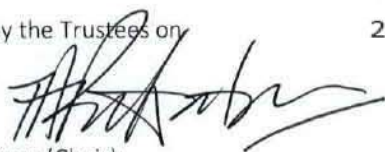
In so far as we are aware:

- 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.

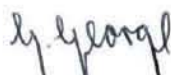
This report has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

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 £
<b>Income:</b>					
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
<b>Total income</b>		<u>982,469</u>	<u>115,361</u>	<u>1,097,830</u>	<u>890,179</u>
<b>Expenditure:</b>					
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
<b>Total expenditure</b>	7	<u>818,984</u>	<u>74,578</u>	<u>893,562</u>	<u>674,676</u>
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
<b>Funds at 31<sup>st</sup> March 2022</b>		<u>842,889</u>	<u>72,591</u>	<u>915,480</u>	<u>711,212</u>

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.

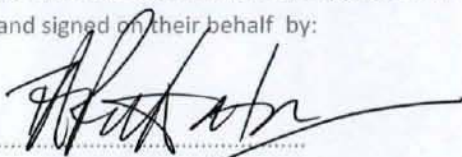


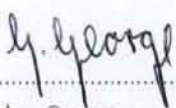
**LAMBOURNE END LIMITED**  
**BALANCE SHEET AT 31 MARCH 2022**

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

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	<u>536,484</u>	<u>487,319</u>

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	<u>108,062</u>	<u>322,475</u>
Analysis of cash and cash equivalents		
Cash at bank and in hand	<u>536,484</u>	<u>487,319</u>

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	<b>£536,484</b>

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 1<sup>st</sup> 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 1<sup>st</sup> 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

<b>2. DONATIONS AND LEGACIES</b>	<b>2022</b>	<b>2021</b>
	<b>Total</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
Donations (from individuals inclusive of Gift Aid)	7,182	21,601
	<u>          </u>	<u>          </u>
Restricted donations in the year amounted to £Nil (2021: £Nil)		
<b>3. INCOME FROM CHARITABLE ACTIVITIES</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
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
	<u>          </u>	<u>          </u>
	1,090,648	868,578
	<u>          </u>	<u>          </u>
Restricted income from charitable activities in the year amounted to £115,361 (2021: £209,570)		
<b>4. NET INCOME FOR THE YEAR</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
This is stated after charging:		
Depreciation	44,988	46,769
Auditors' Remuneration – Audit Fee	11,815	8,500
	<u>          </u>	<u>          </u>
<b>5. EMPLOYEES AND STAFF COSTS</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
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
	<u>          </u>	<u>          </u>
	594,802	471,250
	<u>          </u>	<u>          </u>

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 £
<i>Cost of generating funds:</i>					
Costs of generating voluntary income	21,537	2,800	-	24,337	15,546
<i>Charitable activities:</i>					
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
	<u>594,802</u>	<u>253,772</u>	<u>44,988</u>	<u>893,562</u>	<u>674,676</u>
	Direct £	Support £		Total 2022 £	Total 2021 £
<i>Cost of generating funds</i>					
Costs of generating voluntary income	24,337	-		24,337	15,546
<i>Charitable activities:</i>					
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:	<u>518,242</u>	<u>375,320</u>		<u>893,562</u>	<u>674,676</u>
	Direct £	Support £		Total 2021 £	
<i>Cost of generating funds</i>					
Costs of generating voluntary income	15,546	-		15,546	
<i>Charitable activities:</i>					
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:	<u>456,217</u>	<u>218,459</u>	<u>674,676</u>
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£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.

	Total 2022 £	Total 2021 £
<b>Analysis of support costs</b>		
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:	<u>375,320</u>	<u>218,459</u>

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
	£	£	£	£	£	£	£
<b>Cost</b>							
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
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
At 31 March 2022	10,500	1,112	76,393	115,853	341,821	34,967	580,646
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<b>Depreciation</b>							
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
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
At 31 March 2022	6,299	494	26,900	34,805	137,523	13,912	219,934
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>
<b>Net Book Value</b>							
31 March 2022	<u>4,201</u>	<u>618</u>	<u>49,493</u>	<u>81,048</u>	<u>204,298</u>	<u>21,054</u>	<u>360,712</u>
31 March 2021	<u>6,301</u>	<u>927</u>	<u>52,673</u>	<u>84,775</u>	<u>178,840</u>	<u>23,198</u>	<u>346,713</u>

9. DEBTORS

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

10. CREDITORS amounts falling 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
	<u>          </u>	<u>          </u>
	158,810	206,497
	<u>          </u>	<u>          </u>



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 £
<b>General</b>	669,129	982,469	(818,984)	10,274	842,888
<b>Restricted Funds</b>					
<b>Adventure Activities:</b>					
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
<b>Pool Refurbishment</b>					
- 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
<b>Learning Programmes:</b>					
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)	-
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**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
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**Reaching Out Initiatives:**

- Other	952				952
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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)	-	-

<b>Total Restricted Funds</b>	<b>42,082</b>	<b>115,361</b>	<b>(74,579)</b>	<b>(10,273)</b>	<b>72,591</b>
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<b>Total Funds</b>	<b>711,212</b>	<b>1,097,830</b>	<b>(893,562)</b>	<b>-</b>	<b>915,480</b>
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## 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)
	<u>482,177</u>	<u>360,712</u>	<u>72,591</u>	<u>915,480</u>	<u>711,212</u>

### 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 £
<b>General</b>	479,857	680,609	(536,916)	45,580	669,129
<b>Restricted Funds</b>					
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
<b>Pool Refurbishment</b>					
- 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
<b>Essex CC – Short Breaks</b>					
- Capital	-	14,300	-	(14,300)	-
<b>Learning Programmes:</b>					
Garfield Weston Foundation	-	20,000	(10,000)	-	10,000
Essex Community Fund	-	-	-	-	-
- Minter Family Foundation	-	3,000	-	-	3,000
<b>Facilities:</b>					
<b>Improvements:</b>					
Grange Farm Charitable Trust	-	7,500	-	(7,500)	-
<b>Farm &amp; Environment:</b>					
<b>Jack Petchey:</b>					
- Volunteers	2,395	-	-	-	2,395
- Farm improvements	(473)	2,250	(1,997)	-	(220)
Sub total	1,922	2,250	(1,997)	-	2,175
<b>Essex Youth Trust – Site (farm/garden)</b>	2,500	-	(562)	-	1,938
<b>Rotary Club – Farm Project</b>	-	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
<b>Food For Thought:</b>					
Garden Improvements	2,000	-	-	-	2,000
<b>Support Projects:</b>					
Site Improvements:					
- Chapman Charitable Trust – Common Ground	-	1,000	-	-	1,000
Reaching Out Initiatives:					
- Other	952				952
- Tesco – Operation Groundwork (Community Projects)	-	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
<b>Total Restricted Funds</b>	<b>15,852</b>	<b>209,670</b>	<b>(137,760)</b>	<b>(45,580)</b>	<b>42,082</b>
<b>Total Funds</b>	<b>495,709</b>	<b>890,179</b>	<b>(674,576)</b>	<b>-</b>	<b>711,212</b>

**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)
	<u>322,417</u>	<u>346,713</u>	<u>42,082</u>	<u>711,212</u>