

BECCLLES LIDO LIMITED

England & Wales · Charity number 1132102

Details

Other names	BLL
Status	Registered
Legal form	Charitable company
Company number	06805012
Registered	2009-10-13
Register	View on the Charity Commission register

Contact

Address	10 London Road Beccles Suffolk NR34 9NH
Phone	07710976519
Email	info@BecclesLL.com
Website	www.BecclesLL.com

Activities

Objects: TO PROMOTE FOR THE BENEFIT OF THE INHABITANTS OF BECCLES AND THE SURROUNDING AREA THE PROVISION OF A LIDO (OPEN AIR SWIMMING POOL AND RECREATION AREA) IN THE INTERESTS OF SOCIAL WELFARE AND WITH THE OBJECTS OF PROMOTING HEALTH TO THE PUBLIC AT LARGE THROUGH ACCESS TO HEALTHY RECREATION AND SPORTS EDUCATION AND OF IMPROVING THE CONDITION OF LIFE OF THE SAID INHABITANTS. TO FURTHER PROMOTE FOR THE BENEFIT OF THE INHABITANTS OF BECCLES AND SURROUNDING AREA THE PROVISION OF OTHER FACILITIES IN THE INTERESTS OF SOCIAL WELFARE AND WITH THE OBJECTS OF ANY OR ALL OF THE FOLLOWING. (SEE GD FOR DETAILS)

Activities: The charity operates a heated, open-air swimming pool for 15 weeks of the year (end-May to mid-September) and, in February 2012, acquired the freehold of Beccles' Public Hall & Theatre. Both facilities provide the community with, in the case of the pool, healthy outdoor activity and for the Public Hall, a place where the community can meet and enjoy theatrical and other entertainments.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** The Advancement Of Health Or Saving Of Lives, Arts/culture/heritage/science, Amateur Sport, Recreation
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, The General Public/mankind

Geography

- **Area of benefit:** LOCAL
- Suffolk

Finances

Period end	Income	Expenditure	Assets	Employees
2025-01-31	£1,094,871	£1,109,499	£351,354	32
2024-01-31	£779,274	£839,692	£365,982	35
2023-01-31	£729,359	£794,687	£426,400	37
2022-01-31	£690,183	£597,656	£491,728	38
2021-01-31	£545,376	£568,440	£399,201	25

Trustees

Name	Role	Appointed
David Stephen Howson		2021-09-26
Dr Jonathan Francis Cornwall PHD		2026-02-03
Lee Johnson		2023-04-19
Nina Pakenham		2023-02-16
SUZANNE GIBBONS		
Susan Jane Robinson		2026-01-09
Tzigane Woolner		2023-02-16

BECCLES LIDO LIMITED

England & Wales - Charity number 1132102

Accounts

COMPANY REGISTRATION NUMBER: 06805012
CHARITY REGISTRATION NUMBER: 1132102

Beccles Lido Limited
Company Limited by Guarantee
Financial statements
31 January 2025

Beccles Lido Limited

Company Limited by Guarantee

Financial statements

Year ended 31 January 2025

	Page
Trustees' annual report (incorporating the directors' report)	1
Independent auditor's report to the trustees	18
Consolidated statement of financial activities (including income and expenditure account)	22
Consolidated balance sheet	23
Charity balance sheet	24
Consolidated statement of cash flows	25
Notes to the financial statements	26

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report)

Year ended 31 January 2025

The trustees, who are also the directors for the purposes of company law, present their report and the audited financial statements of Beccles Lido Limited (the 'parent charitable company') and its subsidiaries (the 'Group') for the year ended 31 January 2025.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and 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 published in October 2019.

Chair's report

I am delighted to report that each of the Charity's assets continue to perform strongly, despite the challenges presented by the economy and continuing high energy costs.

The Lido, while facing crippling utility bills, was the fortunate recipient of another very generous legacy which funded highly desirable upgrades, including new showers; a very generous grant to upgrade its kitchen; and built a new all-weather canopy, with solar panels on top, thanks to a grant in excess £100,000 from the UK Government's Swimming Pool Support Fund. It was also advised that it has secured a record grant of £330,000 (£280,000 towards replacement of its aging filtration system, and £50,000 towards its utility bills).

The Hall too has benefitted from generous grant support, enabling it to refurbish the main auditorium floor and replace the lights with LED. It also built an office on the first floor. It has continued to expand the number and breadth of events held at the Hall. It is busier than ever, and this is evident from increased income, which in turn moves it closer to a sustainable and profitable future. Despite ongoing operating losses, it now has a new General Manager with proven Theatre experience, and it has the financial support of a new partner established in Spring 2025.

The Ferry has had another very successful year, helped in no small part by its destination being the best pub in the Waveney Valley – the Locks Inn Community Pub – further demonstrating the strong community ethos in Beccles. It has now built assets which can both benefit the Lido, if required, and look seriously into upgrading to an electric engine.

Each has been the beneficiary of very generous donations from the public, demonstrating the affection and value in which they are held by the community, and to each of whom I extend my thanks.

Each of our assets thrives because of their dedicated teams of volunteers and staff, and an eco-system of valued suppliers and partners. I would like to take this opportunity to again extend my thanks to all of them, and to all of the individuals and organisations who have made donations or grants. Without you all, the Charity and its assets would not be able to operate with the success that they do.

The Trustees together with myself are confident that our assets are being well managed and that, with the Board's strong governance, they will continue to thrive and serve the community in Beccles, as well as visitors to our Town; and that they will do so sustainably and within the charitable and regulatory frameworks that we operate.

In closing, I would like to extend my own and the Board's huge thanks to founding Trustee Maureen Saunders who left us in January. It is impossible to overestimate the contribution that Maureen made to our success, for which we are eternally grateful. I am delighted that Maureen will continue to volunteer at the Hall.

Lee Johnson
Chair

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2025

Reference and administrative details

Registered charity name	Beccles Lido Limited
Charity registration number	1132102
Company registration number	06805012
Principal office and registered office	10 London Road Beccles Suffolk NR34 9NH

The trustees

The trustees who served during the year and at the date of approval were as follows:

Mr L Johnson (Chair)
Mrs M Saunders (Resigned 29 January 2025)
Mrs J Claridge (Resigned 22 May 2024)
Mrs S Gibbons (Secretary)
Mr D Howson
Ms E Orford (Resigned 28 August 2024)
Ms N Pakenham
Ms T Woolner
Mr C Lloyd (Appointed 6 June 2024, Resigned 23 July 2025)

Managing Director Mr S Crowley

Independent examiner Mark Proctor FCA DChA
Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Bankers Barclays Bank Plc
12 Broad Street
Bungay
Suffolk
NR35 1EW

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2025

Objectives and activities

To promote for the benefits of the inhabitants of Beccles and the surrounding area the provision of carefully selected assets, particularly a Lido (open air swimming pool and recreation area), the Public Hall (theatre and community meeting space) and the Big Dog Ferry; in the interests of social welfare, health, fitness, mental well-being, education, culture, artistic and other leisure pursuits of the said inhabitants, as well as visitors to the Town.

The vision that has shaped our annual activities since the Charity was set up has been focused on providing leisure facilities for the people of Beccles and surrounding area. The three main activities at this time are Beccles Lido, Beccles Public Hall and Theatre and Big Dog Ferry, each of which would otherwise have closed.

In shaping our objectives for the year and planning our activities, the Trustees considered the Charity Commission's guidance on public benefit, including the guidance "Public Benefit: running a charity (PB2)". Beccles Lido Limited's activities rely on income from Lido users, from events at the Hall and Hall hire, and from customers for the Big Dog Ferry services, to cover operating costs. All three operations supplement operating income with fundraising, donations and grants for the development of buildings and purchase/replacement of plant and equipment, as well as, from time to time, operating costs. Affordability and access to our facilities is very important to us and is reflected in our pricing policies set out later in this report. Our activities are planned to ensure that no one is excluded and all can enjoy what we offer at the Lido, the Hall and the Ferry.

Within our three assets we endeavour to encourage, through wide advertising, all within our community, as well as visitors to our Town, to participate in our activities to enhance their lives.

The activities employed to achieve the charity's aims and objectives, which are where prudent and practicable being extended, are to:

- keep the Lido open and heated seven days a week in the Summer and where financially sustainable and demand justifies, between April and October; to also operate a Winter timetable of cold-water swimming; and to have the Lido café open during periods when demand justifies;
- run associated events, and liaise with local schools, clubs and groups to give access to the Lido;
- promote ourselves as well as work with promoters to put on a wide range of events at the Hall, and make the Hall available to local groups and individuals at a reasonable hire fee;
- make our assets available to groups with specific needs and offer disabled access and facilities where practicable;
- operate Big Dog Ferry to a regular timetable along the river Waveney for groups of people and charters;
- recruit a pool of volunteers to undertake the many varied tasks at all venues and, where this is not possible or inappropriate, appoint qualified, salaried employees or freelancers where it is economically viable to do so.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2025

Objectives and activities *(continued)*

The Charity continues to look to recruit new Trustees to both extend the capabilities of the Board as well as to replace Trustees who have resigned.

The Trustees will further develop our strategy and vision during 2025.

Various non-charitable trading activities, which raise funds to support the Charity's activities, are conducted through trading companies; each gifts any profits back to the Charity:

- Beccles Lido Trading (incorporated 2014) runs the café and kiosk at the Lido, gifting any surplus for the sole benefit of the Lido;
- Big Dog Services Limited (incorporated 2023) runs river-based activities including canoe hire and moorings at the Lido, gifting any surplus for the sole benefit of the Lido;
- Beccles Public Hall Trading Limited (incorporated 2023) runs the bar at the Hall, gifting any surplus for the sole benefit of the Hall.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2025

Achievements and performance

Beccles Lido

Following very poor weather early season, the sun came out as the schools broke up and shone all summer holidays, meaning record swim and kiosk income, as well as a strong performance from canoe hire with partner TheCanoeMan. However, utility costs for the year were also an all-time high, with a full 12 months of the crippling 2 year gas contract that started in July 2023.

Notable activities during the year were:

- The booking system was retained, although issues persist, and none of the new Lido's who have signed up are happy with the system.
- The pool continues to attract lots of clubs; as well as all of the local primary schools.
- The kitchen was upgraded (with a generous donation) and the kiosk and café, operated by Beccles Lido Trading Limited (BLT) with profits gifted to the Lido, enjoyed a record season, narrowly avoiding exceeding the VAT threshold.
- The Lido's partnership with TheCanoeMan continued (and has been renewed for 3 years from 2024 season) and is accounted within wholly owned trading company Big Dog Services Limited (BDS), together with some other river-related activities such as mooring fees, with profits gifted to the Lido. Income remained broadly level for what is a premium-priced leisure activity, but under the new agreement the Lido now enjoys 45% of revenues (2023/24: 40%).
- BLL's Trustees take the view that where possible it should provide as many jobs as it can. This not only helps the local economy but gives young people an opportunity to acquire life skills. Staffing in 2024/25 comprised a mix of full-time, seasonal full-time and casual employees. Wage costs for staff fulfilling café/kiosk were met by BLT and canoe hire activities by BDS in support of these trading activities.
- The Triathlon (extended to include an Aquathlon) was again a sell out and huge success, as was the Autumn Beer Festival (albeit with income down on 2023). New fund-raising events were also scheduled, with more planned, and these will be managed under the brand 'Blue Events'.
- The Lido closed in Spring for the kitchen upgrade; and
- again in October for more extensive upgrades: the showers were upgraded thanks to a generous legacy donation (which also funded acquisition of some new picnic benches for BLT); and
- the all-weather awning was replaced by a permanent structure, with lighting and heating under and solar panels on top; and the 13 year old solar panels on the plant room were replaced; each funded by a generous 6 figure grant from the UK Government (& Sport England)'s Swimming Pool Support Fund (which will also fund some insulation works in the plant room). This completes the multi-phase project, started post Covid, to install / replace Solar PV on every available roof at the Lido, with solar now generating up to 75% of the Lido's daytime electric usage.
- In early 2024 the Lido started to research options for replacement of its aging filtration system, installed in 1975 and refurbished by BLL in 2011. Various options were identified, with the favoured option Microfiltration, but with a staggering £350,000 cost. A new UK Government grant was identified (Community Ownership Fund) and an application submitted, but the fund was parked ahead of the General Election. The fund was reactivated by the new Labour Government in December 2024 and the Lido was advised it had been successful, subject to contract, and had been awarded £270,000 of capital funding and £50,000 of revenue funding towards utility bills.

The escalating cost of utilities remained significant (up from £42,000 in 2021/22 to £131,000 in 2023/24, then to £167,000 in 2024/25). New 2-year contracts have been negotiated for Electric (effective mid-November 2024) and Gas (effective mid-July 2025); with annual utility costs expected to reduce to £115,000 in 2025/26; and what is expected to be the new normal £70,000pa by 2026/27.

Utility costs, in combination with large investments in maintenance and refurbishment, means that the Lido again showed an overall loss, and while unrestricted cash reserves remain strong, they remain under pressure going into 2025, particularly given the need to match fund the new grant for the filtration upgrade with £70,000 from Lido (and, potentially, Big Dog Ferry) reserves. Nonetheless, the Lido is fortunate that grant income continues to allow us to continue maintaining and upgrading the pool, as well as making the pool more resilient against those utility costs.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2025

Achievements and performance *(continued)*

The Public Hall

The Hall entered 2024 with the General Manager appointed in 2023 continuing to work 4 days/week; but also taking care of Programming as well as Marketing (and various other programme related activities, including Duty Management and Hall setup for events). While this was with best intentions and recognition of the funds and income available, in hindsight this workload proved too much to ensure that all other general management activities were being carried out comprehensively. Mid-year, Managing Director Shaun Crowley was asked to take-on overall management of the Hall, and in October the General Manager resigned and left.

There was a busy programme already in place for the rest of the year and an embryonic programme for 2025.

Roles and responsibilities were reviewed, with the role of Technical Manager being broadened to include Premises Management. Duty Managers and a Premises Assistant were recruited (on a casual, freelance basis). In January the Charity set about recruiting a new General Manager for the Hall (with Elliott Wilshier appointed and starting in March 2025 – Elliott was manager of the Maddermarket Theatre in Norwich, and brings a wealth of valuable theatre experience which it is hoped will return the Hall to more stable operations).

Despite the above, there were many notable achievements during the year:

- The floor in the main hall was repaired and refurbished, thanks to various donations and grants.
- The end-of-life lights in the main hall were replaced by more efficient LED lights, funded by a combination of donations and Hall reserves.
- An office was constructed on the 1st floor, funded from Hall reserves.
- The expanded and broadened programme enhanced the Hall's reputation and its ability to attract some top artists and productions; in addition to the well established events and activities that the Beccles community and visitors to the Town have hitherto enjoyed. It did however become clear that scheduling of some of those events requires careful consideration to maximise income.
- The Youth Theatre was successfully split into Juniors and Seniors, with the Juniors now at full capacity and the Seniors also well attended.
- The Hall's regular Forget Me Nots social group continues to welcome people with dementia or memory loss. It is supported by various grants, which assure its continuation for the foreseeable future.
- The Pantomime, which was out-sourced to a new production company in 2023, was again well attended (with additional day-time performances added for local schools) and a financial success.
- The Hall bar continued to generate valuable funds. Income is accounted within a trading company, Beccles Public Hall Trading Limited (BPHT), with profits gifted to the Hall.
- Further projects are planned, with redecoration of the exterior and interior, as well as heating/ventilation, remaining among the top priorities; grants will be identified to fund these projects, with an initial grant of £5,000 already secured towards the exterior redecoration.
- Fundraising and grant applications remain an important part of the Hall's plans. A further £15,860 of the £19,945 Lottery grant, secured in January 2024, funded community activities and overheads, including the Youth Theatre, Films and Forget Me Nots; £3,095 remains. A further £4,994 was secured during 2024 for similar activities.
- A long talked about extension of the Hall's activities into the old Harvester Club next door, beneath the White Lion flats, is ongoing. This is a collaborative project with East Suffolk Council, who will be undertaking the refurbishment alongside development of the White Lion accommodation, and funding some of the fit out. This will offer additional bar, performance and meeting space and will significantly enhance the Hall's offer to the community; as well as significantly enhancing the appearance of the rear of both buildings. This has been a development in gestation since 2020, with no clear end date yet, although planning permission was granted in 2024.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2025

Achievements and performance *(continued)*

As events were expanded, so too income increased; as did income from the bar. However, expenses remained high, and the margin on those events was less than should be achievable; and due to their being no in-house events there was much reduced Theatre Tax Relief (just £3,800 net on last year's Wizard of Oz compared with £13,285 in 2023/24).

Consequently, losses for the year were higher than last year and reserves have reduced to a level that is of concern, considering anticipated losses for 2025/26. Consequently, the Charity began to explore sources of emergency revenue funding to offset future losses, and can report that it has agreed a significant source of funds for up to 3 years, subject to ongoing due diligence of Hall operations by the funder. An initial £25,000 was received in June 2025, with further funds pledged in December. This, together with the appointment of the Hall's new General Manager, means that the Trustees remain confident that Beccles Public Hall can continue to offer a variety of events at the Hall, striking a fair balance between performances by local amateur groups, event hirers (commercial and private), in-house productions and Hall-curated performances by touring professionals and other artists. While a return to operational profit will take some time, the Hall now has the opportunity to work with the above mentioned funder to develop a sustainable plan for the future.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2025

Achievements and performance *(continued)*

Big Dog Ferry

The Ferry had another very busy season and its best performance ever, thanks in large part to much reduced engine maintenance costs:

- Nonetheless, the 2 engines are over 5 years old (and fully depreciated). While re-builds have and can continue to extend their life, this is unlikely to be indefinite and their replacement will need to be considered.
- Thanks, once again, to valued partner Steve Moody of Windways Marine in Beccles, who has continued to look after servicing and re-build of the engines, for which we are very grateful. However, Steve's imminent scaling back of activities is another reason why the future engine and engine maintenance requirements need to be reviewed.
- The service continues to be hugely popular, helped again by the popularity of the community-owned Locks Inn pub at the Ferry's Geldeston destination.

Following the last 3 years' strong performance, the Ferry again showed a significant surplus and the Ferry now has significant reserves in excess £40,000. While these have been retained, they may be required by the Lido to help finance its project to replace the filtration system in 2025. It is however hoped that sufficient reserves can be retained so that, with the addition of the budgeted 2025/26 surplus, the Ferry will, in the future, be able to consider upgrading its activities, with an electric engine/craft an aspiration.

Conclusion

We continue to be the beneficiary of most generous grants and donations, set out in note 5 for which we are extremely grateful.

None of the Charity's assets could operate without our fantastic and dedicated volunteers, or the goodwill of supporters, the general public and the local community, to which we again extend our very grateful thanks.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2025

Financial review

Beccles Lido

- While donations and grants were down again at £3,177 they did include a number of very generous donations from individuals, including a heroic sponsored 7.5 mile swim of the chilly waters of Lake Ullswater by 2 of our Winter chill swim regulars. We were also the beneficiary of further legacy funds of £3,359 from the estate of Ruth Wright; and a £30,000 legacy from the estate of Peter Hinsley (for which many thanks to executor Sprake & Kingsley Solicitors for selecting the Lido), which paid for the upgrade to the Lido showers, with £5,143 gifted to Beccles Lido Trading to pay for new picnic tables.
- Events Income and surplus was much improved again at £17,058 (2023/24: £14,451), with an expanded Triathlon, new endurance swim events in the Autumn and at Xmas, and the annual Beer Festival (where income was down on 2023/24).
- The Lido's main income stream from swimming and hire was an all-time high thanks to perfect Summer weather (the sun came out when the schools broke up, and stayed out all summer holidays): £338,807 (2023/24: £321,906 and 2022/23: £335,492).
- Café income (accounted in Beccles Lido Trading, BLT) was also up to an all-time high: £83,208 (2023/24: £68,348) with a surplus (excluding cost of fixed assets less depreciation) of £24,624 (2023/24: £11,642).
- Canoe hire income (accounted in Big Dog Services, BDS) was also up, but below 2022/23 levels: £19,438 (2023/24: £17,510 and 2022/23: £23,902) again reflecting that this is a premium-priced leisure activity during a period of economic downturn; an improved deal was agreed with partner TheCanoeMan, but various operating costs were also incurred, with a resulting surplus: £15,859 (2023/24: £15,880).
- Beccles Lido Trading exceeded the VAT threshold in 2022/23 and again in 2023/24; however, its application to HMRC for a VAT exception was successful, with the provisioned £13,346 against the potential VAT liability being brought into 2024/25 income. BLT remained under the threshold in 2024/25, and expects to remain so for the foreseeable future.
- The Lido's main expense is wages (which have to be increased each year due to Government increases in minimum wage for many of our younger staff). However, despite the fine summer weather, judicious rota'ing of staff meant that the wage bill was held at £211,703 (2023/24: £209,998).
- Utility costs were significantly up, and we remained locked into fixed price contracts unfortunately secured at the top of the energy crisis (electric until November 2024 and gas until July 2025). Chemical costs also remain at twice 2021/22 levels. Total utility costs were: £166,529 (2023/24: £131,286 and 2022/23: £69,620). New energy contracts negotiated mean that these costs are expected to reduce in 2025/26 to £115,000 and then £70,000 in 2026/27.
- Maintenance and upgrade costs were also significant, but mitigated by a combination of grants, legacies and allocation to fixed assets: £67,753 (2023/24: £40,461); unfunded maintenance, refurbishment and upgrades are budgeted to exceed £71,650 plus a further £70,000 is required to match fund the major project to replace the filtration system; which will reduce designated reserves significantly. These upgrades are however considered essential or highly desirable, and have been approved by the Trustees.
- Equipment purchases (excluding fixed assets) were broadly similar: £6,352 (2023/24: £7,174). The cost of new, exceptional fixed assets was: £73,885 (2023/24: £19,724), but these were funded by the grant secured last year from the Swimming Pool Support Fund. Significant additional fixed assets will be acquired in 2025/26, including a large proportion of the £350,000 cost of the filtration replacement project and a new giant inflatable. A new slide will also be required, at a cost approaching £40,000, but this purchase will be deferred until at least 2026, provided that the current slide can be successfully repaired for the season.

In combination, this meant an overall deficit of £43,054 (2023/24: deficit £53,161); with an operating surplus (before depreciation) of £3,732 (2023/24: Before depreciation and extraordinary expenditure of £11,051); and a decrease in unrestricted/designated cash reserves (excluding fixed assets) to £80,819 (2023/24: £148,663).

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2025

Financial review *(continued)*

The Public Hall

- Donations and grants were down but still encouraging: £22,351 (2023/24: £27,674) and this included further grants and donations from the public to the Hall's 'Fund the Floor' campaign, which took it to its £4,000 May 2024 target.
- Income from events and fundraising was an all-time high £245,810 (2023/24: £209,252).
- Hire income was down again £19,481 (2023/24: £23,675), in part due to again negotiating lower hire fees with organisations affected by the economic downturn. Expenses were £1,906 (with a significant proportion for the Forget Me Nots dementia group and met from grants).
- Bar surplus (accounted in trading company Beccles Public Hall Trading, BPHT) was up significantly: £39,784 (2023/24: £29,731), reflecting higher attendances at events and better margins.
- The Hall was able to claim Theatre Tax Relief on just one 2023/24 in-house productions, which after the Agent's fee of £750 yielded £4,349 (2023/24: £13,285); there were no in-house productions in 2024/25; in 2025/26 the Hall is co-producing the Pantomime, and planning to re-introduce in-house productions in 2026/27.
- The Hall's main expenses are Event costs: £189,913, leaving a margin of 23% on those events (2023/24: £174,117, margin 17%); and
- wages: £106,777 including £2,903 of freelance services for duty management and Hall set up for events (2023/24: £93,439, £0 freelance services).
- Youth Theatre Group (previously included in events income and costs) was: income £6,340, expenses £7,952 (with those expense met from grants).
- Maintenance costs were: £16,749 (2023/24: £4,499), some of which were covered by grants, with the rest from reserves. Equipment purchases (excluding fixed assets): £3,190 (2023/24: £3,741); with no new fixed assets: £0 (2023/24: £16,414).

Overall deficit was £45,396 (2023/24: deficit £15,626); with a decrease in unrestricted/designated cash reserves (excluding fixed assets) to £38,806 (2023/24: £74,157).

£38,806 is below the minimum designated cash reserve that the Trustees would like to see (£42,000 or 8 weeks of total 2024/25 income, excluding grants and donations) and will in any case be required to fund ongoing administrative expenses in excess operating profit. To offset this, the Charity agreed in 2025 a significant source of new revenue funding for up to 3 years. An initial £25,000 was received in June 2025, with a further £25,000 pledged in December.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2025

Financial review *(continued)*

Big Dog Ferry

- Donations and grants: £100 (2023/24: £0).
- Following another strong season, income was down but still well ahead of earlier years: £31,685 (2023/24: £33,552 and 2022/23: £24,065).
- Costs included freelance skipper services and wages of £16,417 (2023/24: £15,122).

Overall surplus was £10,852 (2023/24: £8,367); with an increase in unrestricted/designated cash reserves (excluding fixed assets) to £42,279 (2023/24: £32,926); this has been retained by the Ferry, but remains available to the Lido if required (and this may be the case in 2025/26 towards the match funding for the filtration replacement project).

Summary

Overall, the group made a deficit. While its cash reserves have been reduced (and will remain under pressure next year), grant support both at the Lido and the Hall means that each asset remains sustainable now and for the foreseeable future.

The overall financial results of the charitable group as shown on page 22, were total income of £1,094,871 (2024: £869,180) including £177,906 (2024: £61,152) of grants, donations and legacies. Expenditure amounted to £1,109,499 (2024: £929,598) including repairs, maintenance and equipment cost of £110,355 (2024: £60,690). Net expenditure amounted to £14,628 (2024: £60,418).

The Lido has 2 trading companies: Beccles Lido Trading Limited (BLT), which manages the café and kiosk and gifts all profits to the Lido; and Big Dog Services Limited (BDS), in which canoe hire income and miscellaneous other river-related services, e.g. moorings, is accounted.

The Hall also has a trading company: Beccles Public Hall Trading Limited (BPHT), to manage the Hall bar, refreshments and show merchandise sales.

The results of each of the above subsidiaries are included in the financial statements.

Pricing Policy

Pricing for all assets is regularly reviewed against costs and against peer facilities and set at a level that is considered to be affordable and fair value, while at the same time allowing each asset to operate as sustainably as possible, which is increasingly challenging given energy, wages and consumables inflation.

Loyalty schemes (eg. the Lido's membership scheme), negotiable hire rates and, from time to time, free or heavily subsidised entry to events, in combination aim to allow the widest possible use of each asset by the Community.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2025

Financial review *(continued)*

Reserves Policy

At 31 January 2025 the Charity has unspent restricted reserves (Lido: £0, Hall: £18,766, Ferry: £0) which it will spend as soon as the relevant expenses are incurred.

Each asset then has a designated reserve retained as a provision against anticipated future expenses.

The remaining free cash reserves are available to cover expenses exceeding income.

The Trustees anticipate various repairs, upgrades and improvements, for which some grant funding has already been secured and further funds will be applied for, but against which BLL has to continue to demonstrate that it can match these grants with funds of its own through its own prudent financial management and accumulation of reserves for this purpose. No maximum target has been set for these reserves. They need to be as large as possible to set against the still remaining significant expenses anticipated to fully restore and maintain both the Lido and the Hall to the high quality to which the Trustees aspire; for increases in wages as the Hall has replaced long standing volunteers with paid employees; to cover increased energy costs at the Lido. These reserves also give BLL the resilience to survive unforeseen circumstances; and when they can be rebuilt, to be ready to take advantage of any opportunities to expand its asset base if this furthers its charitable objectives and creates greater financial security.

Unrestricted cash reserves (excluding fixed assets) at 31 January 2025:

- Beccles Lido: £121,303, of which free cash £7,844 and designated reserve is £113,459.
- The Public Hall: £39,189, of which there is no free cash with unrestricted current liabilities exceeding current assets by £2,811 and designated reserve is £42,000.
- Big Dog Ferry: £44,789, of which is free cash £42,279 and designated reserve is £2,510.

31 January 2024:

- Beccles Lido: £148,675, of which is free cash £31,565 and designated reserve is £117,110.
- The Public Hall: £74,148, of which is free cash £3,897 and designated reserve is £70,251.
- Big Dog Ferry: £33,936, of which is free cash £32,926 and designated reserve is £1,010.

The designated reserve policies are:

Beccles Lido

The open-air swimming pool and its infrastructure needs continuous maintenance, upgrade and replacement to ensure that it can fulfil the objectives of the charity. At 31 January 2025, this fund stands at £113,459 following deductions for 2024/25 and reflation (the Lido aims to reflate by £35,000 p.a. until further notice, when funds allow, and was able to do so in 2024/25). The primary purpose of this fund will remain to cover the reasonably anticipated maintenance and replacement of equipment at the Lido, but it is also available to cover any other exceptional costs (such as extraordinary energy prices) if these cannot otherwise be met by grants, free cash or income.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2025

Financial review *(continued)*

The Public Hall

In anticipation of various investments required at the Hall, the Trustees also decided in 2020 that it is prudent for the Hall to formalise its own allocation of unrestricted funds. However, at 31 January 2025, the designated fund had been depleted to the point that all free cash is required to fund administrative expenses in excess operating profit. This situation will be eased by new revenue funding secured. As designated funds are re-built, the primary purpose of this fund will again be to cover significant repairs and replacement of plant and equipment, highly desirable upgrades or improvements, but it will remain able to be re-directed at the discretion of the Trustees.

Big Dog Ferry

The Ferry has a designated reserve fund at 31 January 2025 of £2,510; it has been and will be reflat by £1,500 per annum to meet the reasonably anticipated future cost of engine re-builds/replacement.

In addition, prudent financial management suggests that each should, at all times, have unrestricted cash of 8 weeks' operating income.

Plans for future periods

Beccles Lido

- Plant room insulation, funded by a grant.
- Replacement of the aging filtration system, 80% funded by a grant, the balance to be funded from Lido reserves (including, potentially, a gift from Big Dog Ferry's unrestricted reserves). While the filtration system is not believed to be in imminent danger of failure, should it do so then this would close the Lido until it could be repaired or replaced, at significant cost and down-time.
- Consider replacement of the Lido's booking system.
- To continue with 52 weeks opening, other than when the Lido has to be closed for essential maintenance (e.g. October and November 2025 for the filtration upgrade).
- The number of events and services that are offered will continue to be expanded, where practicable, to exploit the fantastic venue, and also its proximity and access to the river, to create new sources of revenue to supplement swimming and hire income.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2025

The Public Hall

- Ongoing review of staff (and volunteer) roles, responsibilities and performance, to ensure that the Hall is appropriately resourced and able to deliver a programme of events that both meets audience demand and provides the income required to do so sustainably (not least to cover the cost of those wages).
- Completion of the office on the first floor, to meet all relevant building regulations.
- Some exterior decoration works, funded by a grant, but these initially will fall short of the full exterior redecoration that is highly desirable.
- Various further upgrades are required, including heating and air conditioning, improved seating, upgraded sound and technical equipment; however, each will have to wait until funds can be secured, most likely from grants.
- There are a number of minor repairs and refurbishment items, which will be completed as resources and funds permit.

Big Dog Ferry

- Consider replacement of the booking system in line with the Lido.
- To run a full timetable from April through September.
- While a bigger boat would better meet peak demand, it could detract from the overall Big Dog experience, and so while this may be reviewed if the right opportunity arises, there are no immediate plans for the boat's replacement. Nonetheless, Big Dog Ferry is building the unrestricted cash reserves to allow it to do so.
- We continue to look into the possibility of electric as a power source, and it is hoped that a clear and practicable (and affordable/cost justifiable) option will be identified in 2025/26. Implementation will depend on funds available following 2025 summer season and after any gift required by the Lido.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2025

Structure, governance and management

Governing document

Beccles Lido Limited (BLL) is a charitable company limited by guarantee, incorporated on 21 January 2009 and registered as a charity on 13 October 2009. The company was established under a Memorandum of Association, which set out the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up the Trustees are required to contribute an amount not exceeding £10.

On 7 August 2011 the Memorandum of Association was modified to incorporate the wider scope of BLL's objectives to enable it to include the management of Beccles Public Hall and, should the opportunity arise, other carefully selected assets.

Appointment of trustees

The Trustees held office throughout the year except as indicated on page 2. They are elected for a period of three years after which they can be re-elected.

The Trustees are also Directors within the meaning of the Companies Act 2006.

Additional Trustees may be considered at the discretion of the Board, as and when the opportunity arises or suitable applications are received.

Induction and training of Trustees

All new Trustees are provided with:

- The Memorandum and Articles of Association
- The latest accounts of the charity
- Details of the Charity Commission publication - The Essential Trustee: "What you need to know"

In addition, Trustees are encouraged to read Charity Commission and other newsletters, and to attend courses designed to keep them abreast of their duties and responsibilities.

Organisational Structure

The Board of Trustees administers the Charity, and the Board meets at least six times a year, with sub-groups of Trustees running various committees to manage important aspects of the Charity.

Risk assessment

There are a significant number of operational procedures and risk assessments for Lido, Hall and Big Dog Ferry, as well as a risk register for the Charity; each are reviewed and updated annually and as circumstances arise.

Related Parties

On 29 January 2014 Beccles Lido Trading Limited (Company Number 08867883) was incorporated as a wholly owned trading company to carry out trading activities, primarily the Lido's café and kiosk sales (and in 2021/22/23 canoe hire), with all profits gifted to the Charity for the sole benefit of the Lido.

On 7 February 2023 Beccles Public Hall Trading Limited (Company Number 14645468) was incorporated as a wholly owned trading company to carry out trading activities, primarily the Hall's bar and merchandise sales, with all profits gifted to the Charity for the sole benefit of the Hall.

On 23 February 2023 Big Dog Services Limited (Company Number 14684563) was incorporated as a wholly owned trading company to carry out trading activities, primarily river-based activities and initially

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2025

canoe hire, with all profits gifted to the charity for the sole benefit of the Lido.

Fundraising standards information

We have chosen not to be regulated by the Fundraising Regulator and thus are not listed on the Fundraising Preference Service. The charity does not use any third party organisations to act on our behalf in making direct unsolicited appeals. All donations to the charity are voluntary and we do not solicit donations or conduct any contact practice that may place an individual under pressure or obligation

Key management personnel pay policy

The charity's trustees and the senior management team comprise the key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day-to-day basis. All trustees give of their time freely and no trustee received remuneration in the year. The pay of senior staff is reviewed annually and normally increased in accordance with any increase in the cost of living.

Trustees' responsibilities statement

The trustees (who are also directors for the purposes of company law) are responsible for preparing the trustees' annual 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. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including income and expenditure of the charitable company and group 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 2019 (FRS102);
- 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company and group will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and group 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 group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditor

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charitable company and group's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charitable company and group's auditor is aware of that information.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2025

Auditor appointment

Lovewell Blake LLP were appointed as auditor and are deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

Small company provisions

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

The trustees' annual report (incorporating the directors' report) was approved on 6 October 2025 and signed on behalf of the board of trustees by:

Mr L Johnson (Chair)
Trustee

Beccles Lido Limited

Company Limited by Guarantee

Independent Auditor's report to the trustees of Beccles Lido Limited

Year ended 31 January 2025

Opinion

We have audited the financial statements of Beccles Lido Limited (the 'Parent Charitable Company') and its subsidiaries (the 'Group') for the year ended 31 January 2025 which comprise of the Consolidated Statement of Financial Activities (including Income and Expenditure Account), the Consolidated and Charity Balance Sheet, the Consolidated and Charitable Company 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 group's and the parent charitable company's affairs as at 31 March 2025, and of the group's 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 group and parent 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 group and parent 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.

Beccles Lido Limited

Company Limited by Guarantee

Independent Auditor's report to the trustees of Beccles Lido Limited

Year ended 31 January 2025

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, 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.

Other matter

Comparative information in the financial statements is derived from the charitable groups prior period financial statements which were not audited.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent 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 and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made;
- 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 16, the trustees (who are also the directors of the parent 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 group and parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Beccles Lido Limited

Company Limited by Guarantee

Independent Auditor's report to the trustees of Beccles Lido Limited

Year ended 31 January 2025

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:

- Enquiry of management and those charged with governance to confirm there are no instances of fraud or non-compliance with laws and regulations.
- Reviewing journal entries to ensure they are appropriate and do not indicate management override.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the rationale of significant transactions outside the normal course of activities and reviewing accounting estimates for bias.
- Review of disclosures within the financial statements and vouching these to supporting documentation to ensure compliance with applicable laws and regulations.

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.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Beccles Lido Limited

Company Limited by Guarantee

Independent Auditor's report to the trustees of Beccles Lido Limited

Year ended 31 January 2025

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.

Mark Proctor FCA DChA (Senior Statutory Auditor)

For and on behalf of
Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Beccles Lido Limited

Company Limited by Guarantee

Consolidated Statement of financial activities (including income and expenditure account)

Year ended 31 January 2025

		Unrestricted funds	2025 Restricted funds	Total funds	2024 Total funds
	Note	£	£	£	£
Income and endowments					
Donations and legacies	5	42,380	135,526	177,906	61,152
Charitable activities	6	628,010	—	628,010	574,421
Other trading activities	7	247,877	—	247,877	206,446
Investment income	8	2,361	—	2,361	1,694
Other income	9	38,717	—	38,717	25,467
Total income		<u>959,345</u>	<u>135,526</u>	<u>1,094,871</u>	<u>869,180</u>
Expenditure					
Raising funds					
Costs of other trading activities	10	(158,778)	(1,000)	(159,778)	(120,645)
Charitable activities	11	(911,009)	(38,712)	(949,721)	(808,953)
Total expenditure		<u>(1,069,787)</u>	<u>(39,712)</u>	<u>(1,109,499)</u>	<u>(929,598)</u>
Net expenditure before transfer of funds		<u>(110,442)</u>	<u>95,814</u>	<u>(14,628)</u>	<u>(60,418)</u>
Transfers between funds		102,262	(102,262)	-	-
Net movement in funds		<u>(8,180)</u>	<u>(6,448)</u>	<u>(14,628)</u>	<u>(60,418)</u>
Reconciliation of funds					
Total funds brought forward		340,768	25,214	365,982	426,400
Total funds carried forward		<u>332,588</u>	<u>18,766</u>	<u>351,354</u>	<u>365,982</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 26 to 40 form part of these financial statements.

Beccles Lido Limited

Company Limited by Guarantee

Consolidated Balance Sheet

Year ended 31 January 2025

		2025		2024	
	Note	£	£	£	£
Fixed assets					
Tangible fixed assets	16		127,207		83,907
Investments	17		100		100
			<u>127,307</u>		<u>84,007</u>
Current assets					
Stocks	18	7,203		4,873	
Debtors	19	110,205		26,348	
Cash at bank and in hand		168,648		297,360	
		<u>286,056</u>		<u>328,581</u>	
Creditors: Amounts falling due within one year	20	<u>(62,009)</u>		<u>(46,606)</u>	
Net current assets			<u>224,047</u>		<u>281,975</u>
Total assets less current liabilities			<u>351,354</u>		<u>365,982</u>
Funds of the charity					
Restricted funds			18,766		25,214
Unrestricted funds			<u>332,588</u>		<u>340,768</u>
Total charity funds	22		<u>351,354</u>		<u>365,982</u>

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

These financial statements were approved by the board of trustees and authorised for issue on 6 October 2025, and are signed on behalf of the board by:

Mr L Johnson (Chair)
Trustee

Company registration number: 06805012

The notes on pages 26 to 40 form part of these financial statements.

Beccles Lido Limited

Company Limited by Guarantee

Charity Balance sheet

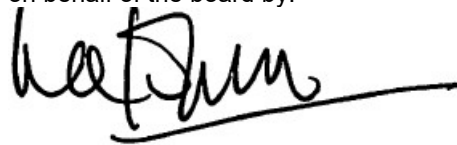
31 January 2025

	Note	2025 £	£	2024 £	£
Fixed assets					
Tangible fixed assets	16		104,718		83,907
Investments	17		103		103
			<u>104,821</u>		<u>84,010</u>
Current assets					
Stocks	18	437		—	
Debtors	19	193,166		65,462	
Cash at bank and in hand		88,450		245,770	
		<u>282,053</u>		<u>311,232</u>	
Creditors: Amounts falling due within one year	20	<u>(58,009)</u>		<u>(29,260)</u>	
Net current assets			<u>224,044</u>		<u>281,972</u>
Total assets less current liabilities			<u>328,865</u>		<u>365,982</u>
Funds of the charity					
Restricted funds			18,766		25,214
Unrestricted funds			310,099		340,768
Total charity funds	22		<u>328,865</u>		<u>365,982</u>

During the year, the charity reported a deficit of £37,117 including gift aid from subsidiary companies of £80,267 (2024: deficit of £60,418).

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

These financial statements were approved by the board of trustees and authorised for issue on 6 October 2025, and are signed on behalf of the board by:



Mr L Johnson (Chair)
Trustee

Company registration number: 06805012

The notes on pages 26 to 40 form part of these financial statements.

Beccles Lido Limited

Company Limited by Guarantee

Consolidated statement of cash flows

Year ended 31 January 2025

	2025 £	2024 £
Cash flows from operating activities		
Net expenditure	(14,628)	(60,418)
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	58,696	40,222
Other interest receivable and similar income	(2,361)	(1,694)
<i>Changes in:</i>		
Stocks	(2,330)	135
Trade and other debtors	(83,857)	(13,893)
Trade and other creditors	15,403	(6,491)
Cash generated from operations	(29,077)	(42,139)
Interest received	2,361	1,694
Net cash used in operating activities	<u>(26,716)</u>	<u>(40,445)</u>
Cash flows from investing activities		
Purchase of tangible assets	(101,996)	(36,752)
Net cash from investing activities	<u>(101,996)</u>	<u>(36,752)</u>
Net decrease in cash and cash equivalents	(128,712)	(77,197)
Cash and cash equivalents at beginning of year	297,360	374,557
Cash and cash equivalents at end of year	<u>168,648</u>	<u>297,360</u>

The notes on pages 26 to 40 form part of these financial statements.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements

Year ended 31 January 2025

1. General information

The charity is a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales.

The address of the registered office is 10 London Road, Beccles, NR34 9NH, Suffolk.

2. Statement of compliance

The charity constitutes a public benefit entity as defined by FRS 102. 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

3. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on the historical cost basis.

(b) Going concern

The financial statements have been prepared on a going concern basis, as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

(c) Consolidation

The financial statements consolidate the results of the charitable company and its wholly owned subsidiaries on a line-by-line basis.

(d) Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future projects or commitments.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2025

3. Accounting policies *(continued)*

(e) Income

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

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

(f) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- Costs of raising funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.
- Charitable activities comprise those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the independent examination fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.

(g) Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2025

3. Accounting policies *(continued)*

(h) Depreciation

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

Hall building	-	20% straight line
Lido building	-	20% straight line
Lido pool equipment	-	20% straight line
Other assets	-	20% straight line
Lido kitchen equipment	-	20% straight line
Public Hall equipment	-	20% straight line

(i) Investments

Unlisted investments are initially recorded at cost, and subsequently measured at fair value. If fair value cannot be reliably measured, assets are measured at cost less impairment.

(j) Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

(k) Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided.

(l) Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost

4. Limited by guarantee

The organisation is a charitable company limited by guarantee and in the event of the company being wound up members are required to contribute an amount not exceeding £10.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2025

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Donations			
Donations and grants - restricted	–	135,526	135,526
Donations and grants - unrestricted	8,972	–	8,972
Membership fees	49	–	49
Legacies			
Legacies	33,359	–	33,359
	<u>42,380</u>	<u>135,526</u>	<u>177,906</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Donations			
Donations and grants - restricted	–	27,045	27,045
Donations and grants - unrestricted	4,033	–	4,033
Membership fees	74	–	74
Legacies			
Legacies	30,000	–	30,000
	<u>34,107</u>	<u>27,045</u>	<u>61,152</u>

The charity received a number of grants from the local councils. Details of the grants received are set out in note 22.

6. Charitable activities

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Swimming income	338,807	338,807	321,906	321,906
Big Dog Ferry income	31,685	31,685	33,553	33,553
Hall hire	19,481	19,481	23,675	23,675
Show income	231,697	231,697	191,398	191,398
Youth activities	6,340	6,340	3,889	3,889
	<u>628,010</u>	<u>628,010</u>	<u>574,421</u>	<u>574,421</u>

7. Other trading activities

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Fundraising events and income	54,690	54,690	48,264	48,264
Lottery income	11,806	11,806	11,098	11,098
Moorings	315	315	666	666
Canoe income	19,438	19,438	17,510	17,510
Café and shop income	83,208	83,208	68,348	68,348
Bar income	70,180	70,180	56,339	56,339
Merchandise income	8,240	8,240	4,221	4,221
	<u>247,877</u>	<u>247,877</u>	<u>206,446</u>	<u>206,446</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2025

8. Investment income

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Bank interest receivable	2,361	2,361	1,694	1,694
	<u>2,361</u>	<u>2,361</u>	<u>1,694</u>	<u>1,694</u>

9. Other income

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Other income	33,618	33,618	9,997	9,997
Theatre Tax Relief	5,099	5,099	15,470	15,470
	<u>38,717</u>	<u>38,717</u>	<u>25,467</u>	<u>25,467</u>

10. Costs of other trading activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Event and fundraising costs	32,513	-	32,513	25,194	25,194
Lottery expenses	6,373	-	6,373	5,545	5,545
Café and kiosk	32,660	-	32,660	32,842	32,842
Bar costs	27,918	-	27,918	26,263	26,263
Merchandise	4,148	-	4,148	2,931	2,931
Staff wages	19,869	-	19,869	14,415	14,415
Services	13	-	13	13	13
Repairs and maintenance	7,212	1,000	8,212	618	618
Printing, postage and telephone	3	-	3	65	65
Cleaning and waste disposal	1,632	-	1,632	589	589
Bank charges	4,207	-	4,207	2,119	2,119
Depreciation	5,622	-	5,622	-	-
Equipment	7,011	-	7,011	4,197	4,197
Miscellaneous (inc training, uniforms)	5,588	-	5,588	566	566
Governance costs	4,009	-	4,009	5,288	5,288
	<u>158,778</u>	<u>1,000</u>	<u>159,778</u>	<u>120,645</u>	<u>120,645</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2025

11. Expenditure on charitable activities

	Lido	Public Hall	Big Dog Ferry	Total Funds 2025
	£	£	£	£
Staff wages	211,703	103,875	7,277	322,855
Show costs	-	191,160	-	191,160
Services	4,700	-	9,139	13,839
Repairs and maintenance	67,753	16,801	-	84,554
Light, heat and water	166,529	10,808	-	177,337
Printing, postage and telephone	2,121	3,074	91	5,286
Cleaning and waste disposal	4,298	2,347	-	6,645
Insurance	11,748	4,825	1,219	17,792
Advertising and publicity	5,099	12,812	160	18,071
Bank charges	2,534	1,584	-	4,118
Depreciation	46,786	6,288	-	53,074
Equipment	6,352	4,226	-	10,578
Miscellaneous (inc training, uniforms)	6,418	4,679	510	11,607
Big Dog Ferry costs	-	-	2,537	2,537
Governance costs	16,351	13,917	-	30,268
	<u>552,392</u>	<u>376,396</u>	<u>20,933</u>	<u>949,721</u>

	Lido	Public Hall	Big Dog Ferry	Total Funds 2024
	£	£	£	£
Staff wages	209,998	93,439	7,038	310,475
Show costs	-	169,107	-	169,107
Services	2,178	-	8,084	10,262
Repairs and maintenance	40,461	4,499	-	44,960
Light, heat and water	131,286	7,703	-	138,989
Printing, postage and telephone	3,150	2,346	492	5,988
Cleaning and waste disposal	5,044	2,473	-	7,517
Insurance	13,338	3,295	1,066	17,699
Advertising and publicity	3,381	9,533	222	13,136
Bank charges	2,532	2,548	-	5,080
Depreciation	33,934	6,288	-	40,222
Equipment	7,174	3,741	-	10,915
Miscellaneous (inc training, uniforms)	3,233	5,729	471	9,433
Big Dog Ferry costs	-	-	7,813	7,813
Governance costs	9,542	7,815	-	17,357
	<u>465,251</u>	<u>318,516</u>	<u>25,186</u>	<u>808,953</u>

Governance costs

	2025	2024
	£	£
Independent examination fee	(70)	3,900
Audit fee	18,600	-
Other accountancy services	10,314	12,556
Professional fees	5,433	6,189
	<u>34,277</u>	<u>22,645</u>

During the year ended 31 January 2025 £38,712 (2024: £4,942) of charitable activities was restricted and £911,009 (2024: £804,011) was unrestricted.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2025

12. Net expenditure

Net expenditure is stated after charging/(crediting):

	2025	2024
	£	£
Depreciation of tangible fixed assets	58,696	40,222

13. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2025	2024
	£	£
Wages and salaries	322,512	305,765
Social security costs	15,772	14,825
Employer contributions to pension plans	4,440	4,300
	<u>342,724</u>	<u>324,890</u>

The average head count of employees during the year was 32 (2024: 35).

This includes both full time and part time staff. Of the 32 staff employed by Beccles Lido Limited (BLL) 6 staff were employed to support the trading activities of Beccles Lido Trading Limited (BLT). There was also 1 staff member employed for Big Dog Services Limited (BDS) during the year.

The Trustees consider the key management personnel to be the managing director, Public Hall general manager and Lido general manager. The total compensation paid to key management personnel for services provided to the charity was £96,830 (2024: £89,287).

No employee received employee benefits of more than £60,000 during the year (2024: Nil).

14. Trustee remuneration and expenses

No trustees received the reimbursement of expenses (2024: Two trustees - £282). No remuneration from employment with the charity was received by the trustees in the current or previous year.

15. Transfers between funds

Fund transfers represent the purchase of capital items from restricted income where no ongoing restriction exists and to increase the value of the designated repairs funds.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2025

16. Tangible fixed assets - Group

	Hall building £	Lido building £	Lido fixtures, fittings and equipment £	Public Hall other assets £	Public Hall equipment £	Total £
Cost						
At 1 Feb 2024	11,908	109,616	212,810	14,425	76,248	425,007
Additions	—	73,885	28,111	—	—	101,996
At 31 Jan 2025	<u>11,908</u>	<u>183,501</u>	<u>240,921</u>	<u>14,425</u>	<u>76,248</u>	<u>527,003</u>
Depreciation						
At 1 Feb 2024	11,908	90,597	167,911	13,206	57,478	341,100
Charge for the year	—	20,020	32,388	656	5,632	58,696
At 31 Jan 2025	<u>11,908</u>	<u>110,617</u>	<u>200,299</u>	<u>13,862</u>	<u>63,110</u>	<u>399,796</u>
Carrying amount						
At 31 Jan 2025	<u>—</u>	<u>72,884</u>	<u>40,622</u>	<u>563</u>	<u>13,138</u>	<u>127,207</u>
At 31 Jan 2024	<u>—</u>	<u>19,019</u>	<u>44,899</u>	<u>1,219</u>	<u>18,770</u>	<u>83,907</u>

16. Tangible fixed assets - Charity

	Hall building £	Lido building £	Lido fixtures, fittings and equipment £	Public Hall other assets £	Public Hall equipment £	Total £
Cost						
At 1 Feb 2024	11,908	109,616	212,810	14,425	76,248	425,007
Additions	—	73,885	—	—	—	73,885
At 31 Jan 2025	<u>11,908</u>	<u>183,501</u>	<u>212,810</u>	<u>14,425</u>	<u>76,248</u>	<u>498,892</u>
Depreciation						
At 1 Feb 2024	11,908	90,597	167,911	13,206	57,478	341,100
Charge for the year	—	20,020	26,766	656	5,632	53,074
At 31 Jan 2025	<u>11,908</u>	<u>110,617</u>	<u>194,677</u>	<u>13,862</u>	<u>63,110</u>	<u>394,174</u>
Carrying amount						
At 31 Jan 2025	<u>—</u>	<u>72,884</u>	<u>18,133</u>	<u>563</u>	<u>13,138</u>	<u>104,718</u>
At 31 Jan 2024	<u>—</u>	<u>19,019</u>	<u>44,899</u>	<u>1,219</u>	<u>18,770</u>	<u>83,907</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2025

17. Investments

	2025		2024	
	Charity £	Group £	Charity £	Group £
Cost or valuation				
At 1 February 2024	103	100	103	100
Additions	-	-	-	-
At 31 January 2025	<u>103</u>	<u>100</u>	<u>103</u>	<u>100</u>
Impairment				
At 1 February 2024 and 31 January 2025	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Carrying amount				
At 31 January 2025	<u>103</u>	<u>100</u>	<u>103</u>	<u>100</u>
At 31 January 2024	<u>103</u>	<u>100</u>	<u>103</u>	<u>100</u>

All investments shown above are held at cost.

Investments represents 100% share capital of Beccles Lido Trading Limited, incorporated in England. The results for the company for the year are:

	2025 £	2024 £
Turnover	127,358	68,348
Profit for the year	47,113	11,642
Gifted to the charity	(24,624)	(11,642)
Net assets	<u>22,489</u>	<u>1</u>

Investments represents 100% share capital of Beccles Public Hall Trading Limited, incorporated in England. The results for the company for the year are:

	2025 £	2024 £
Turnover	73,634	60,560
Profit for the year	39,784	29,730
Gifted to the charity	(39,784)	(29,730)
Net assets	<u>1</u>	<u>1</u>

Investments represents 100% share capital of Big Dog Services Limited, incorporated in England. The results for the company for the year are:

	2025 £	2024 £
Turnover	19,762	18,176
Profit for the year	15,859	15,880
Gifted to the charity	(15,859)	(15,880)
Net assets	<u>1</u>	<u>1</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2025

18. Stocks

	2025		2024	
	Charity £	Group £	Charity £	Group £
Stock held for resale	437	7,203	-	4,873

19. Debtors

	2025		2024	
	Charity £	Group £	Charity £	Group £
Trade debtors	1,451	1,451	6,451	19,091
Amounts owed by group undertakings	82,961	-	51,754	-
Prepayments and accrued income	97,827	97,827	720	720
Other debtors	10,927	10,927	6,537	6,537
	<u>193,166</u>	<u>110,205</u>	<u>65,462</u>	<u>26,348</u>

20. Creditors: Amounts falling due within one year

	2025		2024	
	Charity £	Group £	Charity £	Group £
Trade creditors	750	750	324	324
Social security and other taxes	3,959	3,959	3,657	3,657
Accruals and deferred income	52,345	56,345	24,366	28,366
Other creditors	955	955	913	14,259
	<u>58,009</u>	<u>62,009</u>	<u>29,260</u>	<u>46,606</u>

	2025		2024	
	Charity £	Group £	Charity £	Group £
Deferred income brought forward	18,694	18,694	25,035	25,035
Released during the year	(18,694)	(18,694)	(25,035)	(25,035)
Deferred during the year	23,068	23,068	18,694	18,694
Deferred income carried forward	<u>23,068</u>	<u>23,068</u>	<u>18,694</u>	<u>18,694</u>

Deferred income comprise funds received in advance of 2025 events.

21. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £4,440 (2024: £4,300).

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2025

22. Analysis of charitable funds

Unrestricted funds at 31 January 2025

	At 1 Feb 2024	Income	Expenditure	Transfers	At 31 Jan 2025
	£	£	£	£	£
Lido Designated reserves fund	117,110	—	—	(3,651)	113,459
Hall Designated reserves fund	70,251	—	—	(28,251)	42,000
Big Dog Ferry Designated reserves fund	1,010	—	—	1,500	2,510
General funds	152,397	960,345	(1,069,787)	131,664	174,619
	<u>340,768</u>	<u>960,345</u>	<u>(1,069,787)</u>	<u>101,262</u>	<u>332,588</u>

Unrestricted funds at 31 January 2024

	At 1 Feb 2023	Income	Expenditure	Transfers	At 31 Jan 2024
	£	£	£	£	£
Lido Designated reserves fund	113,215	—	—	3,895	117,110
Hall Designated reserves fund	97,500	—	—	(27,249)	70,251
Big Dog Ferry Designated reserves fund	4,165	—	—	(3,155)	1,010
General funds	202,759	842,135	(924,656)	32,159	152,397
	<u>417,639</u>	<u>842,135</u>	<u>(924,656)</u>	<u>5,650</u>	<u>340,768</u>

Lido Designated reserves fund - represents the allocation of reserves to cover the planned cost of repairs and equipment replacement together with exceptional costs (such as extraordinary energy price increases) if these cannot otherwise be met by grants or free reserves.

Hall Designated reserves fund - represents the allocation of reserves to cover the cost of any significant repairs and replacement of plant and equipment, or any other large and unavoidable or otherwise deemed appropriate expense including wages incurred replacing long standing senior volunteers while additional income is generated to cover these increased operating costs.

Big Dog Ferry Designated reserves fund - represents the allocation of reserves to cover the cost of significant repairs and replacement of plant and equipment, or any other large and unavoidable or otherwise deemed appropriate expenses.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2025

Restricted funds at 31 January 2025

	At 1 Feb 2024 £	Income £	Expenditure £	Transfers £	At 31 Jan 2025 £
Lido:					
Garfield Weston	2,310	–	(2,310)	–	–
Beccles Townlands Charity	–	25,000	(2,690)	(22,310)	–
Sport England	–	93,675	(18,790)	(73,885)	–
Hall:					
Suffolk Community Foundation (8)	2,853	–	(108)	(1,125)	1,620
Hall Flooring	1,096	2,800	(3,896)	–	–
Lottery Community Fund	18,955	–	(11,918)	(3,942)	3,095
BTC - Something Every Day	–	1,999	–	–	1,999
Forget-Me-Nots	–	4,057	–	–	4,057
ESC – External Decoration	–	5,000	–	–	5,000
ESC – The Hub	–	1,995	–	–	1,995
SCF – The Hub	–	1,000	–	–	1,000
	<u>25,214</u>	<u>135,526</u>	<u>(39,712)</u>	<u>(101,262)</u>	<u>18,766</u>

Restricted funds at 31 January 2024

	At 1 Feb 2023 £	Income £	Expenditure £	Transfers £	At 31 Jan 2024 £
Lido:					
Garfield Weston	3,560	–	(1,250)	–	2,310
Locality Budget	–	834	(834)	–	–
Hall:					
Suffolk Community Foundation (3)	1,481	–	(1,120)	(361)	–
Suffolk Community Foundation (8)	3,720	–	(557)	(310)	2,853
Theatres Trust	–	4,700	–	(4,700)	–
Forget-Me-Nots	–	470	(191)	(279)	–
Hall Flooring	–	1,096	–	–	1,096
Lottery Community Fund	–	19,945	(990)	–	18,955
	<u>8,761</u>	<u>27,045</u>	<u>(4,942)</u>	<u>(5,650)</u>	<u>25,214</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2025

Beccles Lido

Garfield Weston - Grant for reflatting reserves, various expenses and upgrades.

Sport England - Grant for solar panels and canopy installation.

Locality Budget - Grant to support the cost of repairs of pipework.

Beccles Townlands Charity – Grant to fund a new kitchen.

Beccles Public Hall

Suffolk Community Foundation (3 and 8) - Grants for Forget-Me-Nots dementia group.

Theatres Trust - Grant towards the cost of sound equipment.

Forget-Me-Nots – Various grants and donations towards the Forget-Me-Nots dementia group.

Hall Flooring - Various grants and donations towards the cost of floor repairs at the Public Hall.

Lottery Community Fund - Grant towards the provision of community activities.

BTC - Something Every Day – Grant towards the provision of community activities.

East Suffolk Council – External Decoration – Grant towards external decoration of the Public Hall.

East Suffolk Council – The Hub – Grant towards the provision of community activities.

Suffolk Community Foundation – The Hub – Grant towards the provision of community activities.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2025

23. Analysis of net assets between funds

As at 31 January 2025

	Fixed assets £	Investments £	Net current assets £	Total 2025 £
Restricted Income Funds				
Lido:				
	—	—	—	—
Hall:				
Suffolk Community Foundation (8)	—	—	1,620	1,620
Lottery Community Fund	—	—	3,095	3,095
BTC - Something Every Day	—	—	1,999	1,999
Forget-Me-Nots	—	—	4,057	4,057
ESC – External Decoration	—	—	5,000	5,000
ESC – The Hub	—	—	1,995	1,995
SCF – The Hub	—	—	1,000	1,000
	<u>—</u>	<u>—</u>	<u>18,766</u>	<u>18,766</u>
Unrestricted Funds				
Designated Funds	—	—	157,969	157,969
General Funds	127,207	100	47,312	174,619
	<u>127,207</u>	<u>100</u>	<u>205,281</u>	<u>332,588</u>
Total Funds	<u>127,207</u>	<u>100</u>	<u>224,047</u>	<u>351,354</u>

As at 31 January 2024

	Fixed assets £	Investments £	Net current assets £	Total 2024 £
Restricted Income Funds				
Lido:				
Garfield Weston	—	—	2,310	2,310
Hall:				
Suffolk Community Foundation (8)	—	—	2,853	2,853
Hall Flooring	—	—	1,096	1,096
Lottery Community Fund	—	—	18,955	18,955
	<u>—</u>	<u>—</u>	<u>25,214</u>	<u>25,214</u>
Unrestricted Funds				
Designated Funds	—	—	188,371	188,371
General Funds	83,907	103	68,387	152,397
	<u>83,907</u>	<u>103</u>	<u>256,758</u>	<u>340,768</u>
Total Funds	<u>83,907</u>	<u>103</u>	<u>281,972</u>	<u>365,982</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2025

24. Related party transactions

Harvey Crowley, son of Managing Director Mr S Crowley, together with his partner Bela Schulz, were appointed by the Lido General Manager to carry out decorating at the Lido. Mr S Crowley had no involvement in the appointment or negotiation of the rate payable. During the year the total amount paid was £2,425, including reimbursement of materials (2024: £4,426).

25. Analysis of changes in net debt

	At 1 Feb 2024	Cash flows	At 31 Jan 2025
	£	£	£
Cash at bank and in hand	297,360	(128,712)	168,648
	<u>297,360</u>	<u>(128,712)</u>	<u>168,648</u>

BECCLES LIDO LIMITED

England & Wales - Charity number 1132102

Accounts

COMPANY REGISTRATION NUMBER: 06805012

CHARITY REGISTRATION NUMBER: 1132102

Beccles Lido Limited
Company Limited by Guarantee
Unaudited financial statements
31 January 2024

Beccles Lido Limited

Company Limited by Guarantee

Financial statements

Year ended 31 January 2024

	Page
Trustees' annual report (incorporating the directors' report)	1
Independent examiner's report to the trustees	18
Statement of financial activities (including income and expenditure account)	20
Balance sheet	21
Statement of cash flows	22
Notes to the financial statements	23

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report)

Year ended 31 January 2024

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 January 2024.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and 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 published in October 2019.

Chair's report

I am delighted to report that each of the Charity's assets continue to perform strongly, despite the challenges presented by the economy and continuing high energy costs.

The Lido, while facing crippling utility bills, was the fortunate recipient of a very generous legacy which mitigated operating costs; and has secured a fantastic grant to fund the installation of more renewable energy, which will also support it in its objective to reduce its carbon footprint as much as possible.

The Hall too has benefitted from generous grant support, and has expanded the number and breadth of events held at the Hall. It is busier than ever, and this is evident from increased income, which in turn moves it closer to a sustainable and profitable future.

Each has been the beneficiary of very generous donations from the public, and from a legacy at the Lido, demonstrating the affection and value in which they are held by the community, and to each of whom I extend my thanks.

The Ferry has had another record-breaking year, helped in no small part by its destination being the best pub in the Waveney Valley - the Locks Inn Community Pub - further demonstrating the strong community ethos in Beccles.

Each of our assets thrives because of their dedicated teams of volunteers and staff, and an eco-system of valued suppliers and partners. I would like to take this opportunity to extend my thanks to all of them, and to all of the individuals and organisations who have made donations or grants. Without you all, the Charity and its assets would not be able to operate with the success that they do.

The Trustees together with myself are more confident than ever that our assets are being well managed and that, with the Board's strong governance, they will continue to thrive and serve the community in Beccles, as well as visitors to our Town; and that they will do so sustainably and within the charitable and regulatory frameworks that we operate.

In closing, I would like to extend my thanks to departing Trustees Jane Claridge, who has played a large part in the development of the Hall and its activities during her three year tenure, as well as to Roger Peacock and Derren Saunders; and welcome new Trustee Connah Lloyd to help strengthen the Board and provide valuable support in developing the Charity as it continues to grow.

Lee Johnson
Chair

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2024

Reference and administrative details

Registered charity name	Beccles Lido Limited
Charity registration number	1132102
Company registration number	06805012
Principal office and registered office	6 Cromwell Close Beccles Suffolk NR34 9XE

The trustees

The trustees who served during the year and at the date of approval were as follows:

Mr L Johnson (Chair) (appointed 19 April 2023, appointed Chair 25 May 2023)
Mrs M Saunders (acting Chair from December 2022 to May 2023)
Mrs J Claridge (Resigned 22 May 2024)
Mrs S Gibbons (Secretary)
Mr D Howson
Ms E Orford (appointed 16 February 2023)
Ms N Pakenham (appointed 16 February 2023)
Mr R Peacock (appointed 16 February 2023, resigned 3 January 2024)
Mr D Saunders (appointed 16 February 2023, resigned 23 October 2023)
Ms T Woolner (appointed 16 February 2023)
Mr C Lloyd (Appointed 6 June 2024)

Managing Director Mr S Crowley

Independent examiner Mark Proctor FCA DChA
Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Bankers Barclays Bank Plc
12 Broad Street
Bungay
Suffolk
NR35 1EW

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2024

Objectives and activities

To promote for the benefits of the inhabitants of Beccles and the surrounding area the provision of carefully selected assets, particularly a Lido (open air swimming pool and recreation area), the Public Hall (theatre and community meeting space) and the Big Dog Ferry; in the interests of social welfare, health, fitness, mental well-being, education, culture, artistic and other leisure pursuits of the said inhabitants, as well as visitors to the Town.

The vision that has shaped our annual activities since the Charity was set up has been focused on providing leisure facilities for the people of Beccles and surrounding area. The three main activities at this time are Beccles Lido, Beccles Public Hall and Theatre and Big Dog Ferry, each of which would otherwise have closed.

In shaping our objectives for the year and planning our activities, the Trustees considered the Charity Commission's guidance on public benefit, including the guidance "Public Benefit: running a charity (PB2)". Beccles Lido Limited's activities rely on income from Lido users, from events at the Hall and Hall hire, and from customers for the Big Dog Ferry services, to cover operating costs.

All three operations supplement operating income with fundraising, donations and grants for the development of buildings and purchase/replacement of plant and equipment, as well as, from time to time, operating costs. Affordability and access to our facilities is very important to us and is reflected in our pricing policies set out later in this report. Our activities are planned to ensure that no one is excluded and all can enjoy what we offer at the Lido, the Hall and the Ferry.

Within our three assets we endeavour to encourage, through wide advertising, all within our community, as well as visitors to our Town, to participate in our activities to enhance their lives.

The activities employed to achieve the charity's aims and objectives, which are where prudent and practicable being extended, are to:

- keep the Lido open and heated seven days a week in the Summer and where financially sustainable and demand justifies, between April and October; and to also operate a Winter timetable of cold-water swimming; and to have the Lido café open during periods when demand justifies;
- run associated events, and liaise with local schools, clubs and groups to give access to the Lido;
- promote ourselves, as well as work with promoters, to put on a wide range of events at the Hall, and make the Hall available to local groups and individuals at a reasonable hire fee;
- make our assets available to groups with specific needs and offer disabled access and facilities where practicable;
- operate Big Dog Ferry on a regular timetable along the river Waveney for groups of people and charters;
- recruit a pool of volunteers to undertake the many varied tasks at all venues and, where this is not possible or inappropriate, appoint qualified, salaried employees where it is economically viable to do so.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2024

Objectives and activities *(continued)*

Various non-charitable trading activities, which raise funds to support the Charity's activities, are conducted through trading companies, including 2 new companies established in 2023; each gifts any profits back to the Charity:

- Beccles Lido Trading (incorporated 2014) runs the café and kiosk at the Lido, gifting any surplus for the sole benefit of the Lido;
- Big Dog Services Limited (incorporated 2023) runs river-based activities including canoe hire and moorings at the Lido, gifting any surplus for the sole benefit of the Lido;
- Beccles Public Hall Trading Limited (incorporated 2023) runs the bar at the Hall, gifting any surplus for the sole benefit of the Hall.

The Charity continues to recruit new Trustees to both extend the capabilities of the Board as well as to replace Trustees who have resigned.

The Trustees will further develop our strategy and vision during 2024.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2024

Achievements and performance

Beccles Lido

Following the fantastic summer weather of 2023, the weather in 2024 was more mixed, but the Lido remained popular. In many ways, operations were overshadowed by the dramatically escalating cost of electric and gas to heat the pool. But with some measures taken to manage these costs, by and large the timetable of heated swimming from April to October and partially heated Winter chill swimming from November continued. Other notable activities during the year were:

- The booking system was retained, with walk up entry also offered when sessions were not fully booked. The supplier has signed up 3 more Lidos and this has meant that the system is being more actively developed to meet our needs. While not universally popular, the consensus continues to be in favour; it means the end of long queues and assured entry on busy days and less crowded sessions on those days; it allows us to manage staff rotas more efficiently; the impact on income is broadly neutral, but it has meant a busier pool on days when the weather is poor.
- Compared with 2023, the hot weather came early, before the school summer holidays, and weather during the holidays was mixed, with an inevitable detrimental impact on visitor numbers and swim income.
- The pool continues to attract lots of clubs, with new clubs using the pool for the first time (including Water Polo and Synchronised Swimming); as well as all of the local primary schools.
- The kiosk and café (operated by Beccles Lido Trading Limited, (BLT), with profits gifted to the Lido) continued with a simplified menu, which allowed us to again operate it without the need for an expensive, full-time café/kitchen manager. While not without some issues, the café continued to run more profitably than pre-Covid. The kitchen itself, installed by volunteers in 2011, is end-of-life and needs to be replaced before 2024 Summer season.
- The Lido's partnership with TheCanoeMan continued (and has been renewed for 3 years from 2024 season). While demand was again down (likely due to a combination of mixed weather and the economic situation), bookings and revenue were still way ahead of pre-Covid. Income is now accounted within a new trading company, Big Dog Services Limited (BDS), together with some other river-related activities such as mooring fees, with profits gifted to the Lido.
- BLL's Trustees take the view that where possible it should provide as many jobs as it can. This not only helps the local economy but gives young people an opportunity to acquire life skills. Staffing in 2023/24 comprised a mix of full-time, seasonal full-time and casual employees. Wage costs for staff fulfilling café/kiosk were met by BLT and canoe hire activities by BDS in support of these trading activities.
- The Triathlon was again a sell out and huge success, as was the Autumn Beer Festival.
- The Lido closed for a short period in March to enable extensive small repairs and re-decoration, as well as some more extensive repairs to the toilet block, where some partitions had disappointingly deteriorated and required replacement.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2024

Achievements and performance *(continued)*

- Also during March, Solar PV was installed on the remaining roofs at the Lido to mitigate the escalating cost of electric, with the Lido now generating up to one third of its requirements.
- The lights installed during the 2019/20 pool refurbishment had not proved reliable and were expensive to maintain. After extensive research, replacement lights were identified, sourced and installed, also in March, and these are both cheaper to run and maintain.
- A suspected leak identified early in 2023 proved to be the case, and got worse as the season progressed. Specialists identified the source of the leak (supported by a Suffolk County Council locality grant), but it was decided to defer remediation until the end of the lucrative Summer holidays. The Lido closed during October and the leak was fixed.
- There were a number of essential purchases of plant and pool equipment, with significant investment in the plant room: replacing end-of-life plant, as well as sourcing spare plant to assure the resilience of our operations.
- With the escalating cost of gas and electric, the Government announced a £60m fund in the Spring 2023 budget: the Swimming Pool Support Fund; administered on behalf of the Department for Culture, Media and Sport (DCMS) by Sport England. Our application to round 1, which was 4 times oversubscribed, for £107,000 to help cover utilities costs, was sadly unsuccessful (we were deemed too successful and financially secure!).
- Round 2 was also 4 times oversubscribed, despite Sport England adding £20m to the fund. Our application for £102,000 was this time successful, and will fund replacement of the Lido awning with a fixed canopy on top of which Solar PV will be installed, as well as replacement of the 13 year old, inefficient plant room Solar PV, and insulation in the plant room. This project will be undertaken in October 2024. Many thanks to East Suffolk Council who submitted the grant applications on our behalf and who prioritised the Lido over their own leisure facilities.

The escalating cost of utilities has been significant (up from £42,000 in 2021/22 to £131,000 in 2023/24, projected to be £175,000 in 2024/25, and not expected to reduce to whatever the new normal might be until mid-2025). This, in combination with large investments in maintenance and refurbishment, means that the Lido again showed an overall loss, and while unrestricted cash reserves remain strong, they are under pressure going into 2024, when unfunded expenditure will need to be kept to a minimum. We are fortunate that the grant income and donations pledged in 2023 and anticipated in 2024 will nonetheless allow us to continue maintaining and upgrading the pool, as well as making the pool more resilient against those utility costs.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2024

Achievements and performance *(continued)*

The Public Hall

Following extensive reorganisation and new appointments in 2022, which the Trustees considered to be essential following the resignation of long standing staff/volunteers, the Hall entered 2023 with a part-time, salaried General Manager and Marketing Manager (with the part-time Programming & Marketing Manager having reduced their hours and relinquished Marketing duties) and a Front of House Manager/Administration Assistant (shared with the Lido). Whilst this put pressure on reserves in order to cover costs, with income not yet showing sufficient increase to cover these costs; nonetheless, the Trustees considered the changes to be essential to ensure a robust operation, that the costs could be covered from reserves in the medium term, and that they will in turn lead to the increased revenue needed to cover these costs. Notable activities and developments during the year were:

- Our hope that we had established the right team to manage the Hall's principal activities proved short lived, with the General Manager resigning in February and the Marketing manager following in March. It seemed clear that the General Manager should have a stronger theatrical background, and also needed more days/week to deliver, and accordingly a new General Manager was recruited on a 4 days/week basis.
- The office area was better equipped with desks and IT, and creation of a proper office is planned for 2024.
- The programme of events was both expanded and broadened and whilst it has taken time, the Hall has entered 2024 with an enhanced reputation and the ability to attract some top artists and productions; in addition to the well established events and activities that the Beccles community and visitors to the Town have hitherto enjoyed.
- The Youth Theatre established in 2021 was revamped and a new freelancer secured, following an Autumn production of the Wizard of Oz. The Group has been successfully split into Juniors and Seniors, with the Juniors now at full capacity and the Seniors also well attended.
- The Hall's regular Forget Me Nots social group continues to welcome people with dementia or memory loss. It is supported by various grants, which assure its continuation for the foreseeable future.
- The Pantomime, which was out-sourced to a new production company, was again well attended (with additional day-time performances added for local schools) and a financial success.
- The Hall bar continued to generate valuable funds. Income is now accounted within a new trading company: Beccles Public Hall Trading Limited (BPHT), with profits gifted to the Hall.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2024

Achievements and performance *(continued)*

- A programme of repairs, refurbishments and upgrades is being developed, and this led to the Audio Equipment being upgraded, with a grant from the Theatres Trust funding most of the cost.
- A fund raising campaign was started to repair and restore the Hall's floor.
- Further projects are planned, with redecoration of the exterior and interior, as well as heating/ventilation, being among the top priorities; grants will be identified to fund these projects.
- Fundraising and grant applications have become an important part of the Hall's plans, with a £19,945 Lottery grant secured in January to fund expansion of the activities offered to the community.
- A long talked about extension of the Hall's activities into the old Harvester Club next door, beneath the White Lion flats, is ongoing. This is a collaborative project with East Suffolk Council, who will be undertaking the refurbishment alongside development of the White Lion accommodation, and funding some of the fit out. This will offer additional bar, performance and meeting space and will significantly enhance the Hall's offer to the community; as well as significantly enhancing the appearance of the rear of both buildings.

As the events have expanded, so too has income from those events, and while the full impact will not be felt until 2024/25, nonetheless early signs are encouraging. This, in combination with successful grant applications and Theatre Tax Relief on in-house productions, meant that the deficit for 2023/24 was half that of 2022/23. This continues to give Trustees confidence that the medium-term plan is working; and the Trustees remain confident that Beccles Public Hall is better placed than ever to enable the venue to continue to offer a variety of events at the Hall, striking a fair balance between performances by local amateur groups, event hirers (commercial and private), in-house productions and Hall-curated performances by touring professionals and other artistes; and to return to profit.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2024

Achievements and performance *(continued)*

Big Dog Ferry

The Ferry had its most successful season ever, despite investments that needed to be made:

- The 2 engines are over 5 years old (and fully depreciated). One of the engines was re-built; and the second has had minor works ahead of a full re-build at the end of 2024 summer season. Each are fully paid for and these re-builds should extend the life of both engines for many years;
- thanks, once again, to valued partner Steve Moody of Windways Marine in Beccles, who continues to look after servicing and re-build of the engines, for which we are very grateful.
- The service was more popular than ever, helped by the increasing popularity of the community-owned Locks Inn pub at the Ferry's Geldeston destination.

Following the last 2 years' strong performance, the Ferry again showed a significant surplus of £8,367 (2022/23: £5,607). This follows many years of breakeven since its acquisition and has enabled the Ferry to build significant reserves in excess £30,000, which have been retained. Provided that these are not required by the Lido to finance escalating utility costs (the Ferry having been acquired by the Lido as a fundraising operation), this means the Ferry will, in the future, be able to consider upgrading its activities, with an electric engine/craft an aspiration.

Conclusion

We continue to be the beneficiary of most generous grants and donations, set out in note 5 for which we are extremely grateful.

None of the Charity's assets could operate without our fantastic and dedicated volunteers, or the goodwill of supporters, the general public and the local community, to which we again extend our very grateful thanks.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2024

Financial review

Beccles Lido

- While donations and grants were down again at £3,504, they did include a number of very generous donations from individuals, including a heroic sponsored 5.25 mile swim of the chilly waters of Lake Coniston by 2 of our Winter chill swim regulars. We were also the beneficiary of our first and very generous legacy of £30,000 from the estate of Ruth Wright, which went some way towards offsetting reduced swimming income and increased utility costs.
- Events surplus was much improved at £14,451 (2022/23: £11,177), with a successful Triathlon and best ever Beer Festival.
- The Lido's main income stream from swimming and hire was down (but still well ahead of 2021/22) after poor weather during the school Summer holidays: £321,906 (2022/23: £335,492, 2021/22: £276,969).
- Café surplus (accounted in Beccles Lido Trading, BLT) was also down: £11,642 (2022/23: £15,509), and by a greater percentage than swim income, as most of the café income comes from the school Summer holidays. Canoe hire income (accounted in new trading company Big Dog Services, BDS) was also down: £15,880 (2022/23: £21,607), likely not just due to weather but the economic situation and pressure on people's disposable income.
- Beccles Lido Trading exceeded the VAT threshold in 2022/23 and again in 2023/24; it applied for a VAT exception to HMRC, and has provisioned a total of £13,346 against the potential VAT liability.
- The Lido's main expense is wages (which have to be increased each year due to Government increases in minimum wage for many of our younger staff). Nonetheless, costs were down, benefitting from more efficient rota'ing and also less demand for staff in line with lower swimmer numbers: £209,998 (2022/23: £215,156).
- Utility costs were significantly up, and we are now locked into fixed price contracts unfortunately secured at the top of the energy crisis (electric until November 2024 and gas until July 2025). Chemical costs also remain at twice 2021/22 levels. Total utility costs were: £131,286 (2022/23: £69,620).
- Maintenance costs were also significant, although less than last year: £40,461 (2022/23: £58,493); with the exception of the essential kitchen upgrade required in 2024, all identified essential maintenance and upgrades have been completed. The same applies to equipment purchases (excluding fixed assets): £7,174 (2022/23: £8,556); and new, exceptional fixed assets: £19,708 (2022/23: £15,685).

In combination, this meant an overall deficit of £53,161 (2022/23: deficit £40,937); but an operating surplus (before depreciation and extraordinary expenses) of £11,051 (2022/23: £58,570); and a decrease in unrestricted/designated cash reserves (excluding fixed assets) to £148,663 (2022/23: £186,979).

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2024

Financial review *(continued)*

The Public Hall

- Donations and grants were up: £27,647 (2022/23: £21,492) and this included £1,097 of very generous donations from the public to the Hall's newly launched 'Fund the Floor' campaign, with a £4,000 May 2024 target.
- Income from shows and fundraising was an all-time high £209,252 (2022/23: £181,381).
- Hire income was £23,675 (2022/23: £25,833), in part due to negotiating lower hire fees with organisations affected by the economic downturn.
- Net bar income (accounted in new trading company Beccles Public Hall Trading, BPHT) was up marginally: £29,731 (2022/23: £28,763).
- The Hall made a successful application for Theatre Tax Relief on 2022/23 in-house productions, which yielded £13,285 (£15,565, less 15% Agent's fee; 2022/23 adjusted: £4,505 - £5,179, less Agent's fee); with just one small in-house production in 2023, next year's income will be much lower.
- The Hall's main expenses are Show and Event costs: £174,117 (2022/23: £131,019); and wages: £93,439 (2022/23: £107,980, including £12,000 of freelance services).
- Maintenance costs were: £4,499 (2022/23: £4,422). Equipment purchases (excluding fixed assets): £3,741 (2022/23: £7,103); and new fixed assets: £16,414 (2022/23: £6,979).

Overall deficit was £15,626 (2022/23: deficit £29,998); and a decrease in unrestricted/designated cash reserves (excluding fixed assets) to £74,157 (2022/23: £117,613); including a provisioned £22,500 towards 2023/24 for wages.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2024

Financial review *(continued)*

Big Dog Ferry

- Donations and grants: £0 (2022/23: £50).
- Following another strong season, income was up: £33,552 (2022/23: £24,065).
- Costs included freelance skipper services and wages of £15,122 (2022/23: £12,738) which increased in line with increased demand.

Overall surplus was £8,367 (2022/23: £5,607); with an increase in unrestricted/designated cash reserves (excluding fixed assets) to £33,936 (2022/23: £25,570) which has been retained by the Ferry, but remains available to the Lido if required.

Summary

Overall, the Charity made a deficit, but its cash reserves and assets mean that it remains in a strong position and resilient against future shocks, not least those posed by escalating energy costs, particularly at the Lido, and by wages at the Hall. Each asset is otherwise performing strongly, and the Charity remains sustainable now and into the medium/long term.

The overall financial results of the charity as shown on page 17, were total income of £779,274 (2023: £729,359) including £61,152 (2023: £26,848) of grants, donations and legacies. Expenditure amounted to £839,692 (2023: £794,687) including repairs, maintenance and equipment cost of £55,875 (2023: £78,754). Net expenditure amounted to £60,418 (2023: £65,328).

The Lido now has 2 trading companies, Beccles Lido Trading Limited (BLT), which manages the café and kiosk and gifts all profits to the Lido; and new for 2023/24 Big Dog Services Limited, in which canoe hire income and miscellaneous other river-related services, eg. moorings, is accounted.

Following a strong performance in 2022/23 (which has continued in 2023/24), a new trading company (Beccles Public Hall Trading Limited) was set up effective 2023/24 to manage the Hall bar and merchandise sales.

Pricing Policy

Pricing for all assets is regularly reviewed against costs and against peer facilities and set at a level that is considered to be affordable and fair value, while at the same time allowing each asset to operate as sustainably as possible, which is increasingly challenging given energy and consumables inflation.

Loyalty schemes (eg. the Lido's membership scheme), negotiable hire rates and, from time to time, free or heavily subsidised entry to events, in combination aim to allow the widest possible use of each asset by the Community.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2024

Financial review *(continued)*

Reserves Policy

At 31 January 2024 the Charity has unspent restricted reserves (Lido: £2,310, Hall: £22,904, Ferry: £0) which it will spend as soon as the relevant expenses are incurred.

Each asset then has a designated reserve retained as a provision against anticipated future expenses.

The remaining free cash reserves are available to cover expenses exceeding income. The Trustees anticipate various repairs, upgrades and improvements, for which some grant funding has already been secured and further funds will be applied for, but against which BLL has to continue to demonstrate that it can match these grants with funds of its own through its own prudent financial management and accumulation of reserves for this purpose. No target has been set for these reserves. They need to be as large as possible to set against the still remaining significant expenses anticipated to fully restore and maintain both the Lido and the Hall to the high quality to which the Trustees aspire; for increases in wages as the Hall has replaced long standing volunteers with paid employees; to cover increased energy costs at the Lido. These reserves also give BLL the resilience to survive unforeseen circumstances; and when they can be rebuilt, to be ready to take advantage of any opportunities to expand its asset base if this furthers its charitable objectives and creates greater financial security.

Unrestricted cash reserves (excluding fixed assets) at 31 January 2024:

- Beccles Lido: £148,643, of which is free cash £31,533 and designated reserve is £117,110.
- The Public Hall: £74,157, of which is free cash £3,906 and designated reserve is £70,251.
- Big Dog Ferry: £33,936, of which is free cash £32,926 and designated reserve is £1,010.

31 January 2023:

- Beccles Lido: £186,978, of which is free cash £73,763 and designated reserve is £113,215.
- The Public Hall: £117,613, of which is free cash £20,113 and designated reserve is £97,500.
- Big Dog Ferry: £25,570, of which is free cash £21,405 and designated reserve is £4,165.

The designated reserve policies are:

Beccles Lido

The open-air swimming pool and its infrastructure needs continuous maintenance, upgrade and replacement to ensure that it can fulfil the objectives of the charity. At 31 January 2024, this fund stands at £117,110 following deductions for 2023/24 and reflation (the Lido now aims to reflate by £35,000 p.a. until further notice, when funds allow, and was able to do so in 2023/24). The primary purpose of this fund will remain to cover the reasonably anticipated maintenance and replacement of equipment at the Lido, but it is also available to cover any other exceptional costs (such as extraordinary energy prices) if these cannot otherwise be met by grants, free cash or income.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2024

Financial review *(continued)*

The Public Hall

In anticipation of various investments required at the Hall, the Trustees also decided in 2020 that it is prudent for the Hall to formalise its own allocation of unrestricted funds. At 31 January 2024, this fund stands at £70,251. The primary purpose of this fund is to cover significant repairs and replacement of plant and equipment, highly desirable upgrades or improvements, but it can be re-directed at the discretion of the Trustees and will in the short term need to cover wages until profits from events and bar can meet these.

Big Dog Ferry

The Ferry has a designated reserve fund at 31 January 2024 of £1,010 following engine re-build costs; it has been and will be reflat by £1,500 per annum to meet the reasonably anticipated future cost of engine re-builds/replacement.

Plans for future periods

Beccles Lido

- New kitchen (which is now essential, with estimated cost £30,000, which will have to be self-funded unless a grant or donation can be identified).
- Replacement of aging and inefficient Solar PV on the plant room, funded by a grant.
- New Solar PV installation on a new fixed canopy to replace the aging all-weather awning, funded by a grant.
- Plant room insulation, funded by a grant.
- When funds allow, additional picnic benches (estimated cost £5,000).
- When funds allow, refurbishment and upgrade of the outside shower area (estimated cost £20,000).
- When funds allow, replacement of the aging filtration system (a significant project budgeted at £300,000-£350,000 so requiring grant funding). While it is not believed to be in imminent danger of failure, should it do so then this would close the Lido until it could be repaired or replaced, at significant cost and down-time.
- To continue with 52 weeks opening, although this will be guided by the impact of potentially crippling energy price increases and any mitigation offered by any funding support that can be identified.
- The number of events and services that are offered should be expanded to exploit the fantastic venue, and also its proximity and access to the river, to create new sources of revenue to supplement swimming and hire income.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2024

Plans for future periods *(continued)*

The Public Hall

- Ongoing review of staff (and volunteer) roles, responsibilities and performance, to ensure that the Hall is appropriately resourced and able to deliver a programme of events that both meets audience demand and provides the income required to do so sustainably (not least to cover the cost of those wages).
- Establish new community events and activities, funded by a grant.
- Repair and refurbishment of the Hall floor, anticipated to be paid for by a fundraising campaign (estimated cost £4,000, funds raised at 31 January 2024: £1,095).
- Creation of an office, which will be self-funded.
- No other major upgrades are planned until Hall reserves can be confidently committed, or until grants are secured, but priority upgrades/improvements when funds allow include re-decoration of the exterior and interior of the Hall, and heating/ventilation.
- There are a number of minor repairs and refurbishment items, which will be completed as resources and funds permit.

Big Dog Ferry

- To run a full timetable from April through September.
- While a bigger boat would better meet peak demand, it could detract from the overall Big Dog experience, and so while this may be reviewed if the right opportunity arises, there are no immediate plans for the boat's replacement. We continue to look into the future possibility of electric as a power source, although to date no clear or practicable (or affordable/cost justifiable) option has been identified.

Structure, governance and management

Governing document

Beccles Lido Limited (BLL) is a charitable company limited by guarantee, incorporated on 21 January 2009 and registered as a charity on 13 October 2009. The company was established under a Memorandum of Association, which set out the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up the Trustees are required to contribute an amount not exceeding £10.

On 7 August 2011 the Memorandum of Association was modified to incorporate the wider scope of BLL's objectives to enable it to include the management of Beccles Public Hall and, should the opportunity arise, other carefully selected assets.

Appointment of trustees

The Trustees held office throughout the year except as indicated on page 2. They are elected for a period of three years after which they can be re-elected.

The Trustees are also Directors within the meaning of the Companies Act 2006.

New Trustees were recruited following an advertising campaign targeting the skills that we felt needed supplementing. Additional Trustees may be considered at the discretion of the Board, as and when the opportunity arises or suitable applications are received.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2024

Structure, governance and management *(continued)*

Induction and training of Trustees

All new Trustees are provided with:

- The Memorandum and Articles of Association
- The latest accounts of the charity
- Details of the Charity Commission publication - The Essential Trustee: "What you need to know"

In addition, Trustees are encouraged to read Charity Commission and other newsletters, and to attend courses designed to keep them abreast of their duties and responsibilities.

Organisational Structure

The Board of Trustees administers the Charity, and the Board meets at least quarterly, with sub-groups of Trustees running various committees to manage important aspects of the Charity, including:

- Business, Finance and Fundraising
- Property and Capital Projects
- Marketing and Community Engagement
- People and Operations
- Governance

Risk assessment

There are a significant number of operational procedures and risk assessments for Lido, Hall and Big Dog Ferry, as well as a risk register for the Charity; each are reviewed and updated annually and as circumstances arise.

Related Parties

On 29 January 2014 Beccles Lido Trading Limited (Company Number 08867883) was incorporated as a wholly owned trading company to carry out trading activities, primarily the Lido's café and kiosk sales (and in 2021/22/23 canoe hire), with all profits gifted to the Charity for the sole benefit of the Lido.

On 7 February 2023 Beccles Public Hall Trading Limited (Company Number 14645468) was incorporated as a wholly owned trading company to carry out trading activities, primarily the Hall's bar and merchandise sales, with all profits gifted to the Charity for the sole benefit of the Hall.

On 23 February 2023 Big Dog Services Limited (Company Number 14684563) was incorporated as a wholly owned trading company to carry out trading activities, primarily river-based activities and initially canoe hire, with all profits gifted to the charity for the sole benefit of the Lido.

Independent examiner

Mark Proctor, FCA DChA of Lovewell Blake LLP has been reappointed as Independent Examiner for the ensuing year.

Small company provisions

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

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2024

The trustees' annual report (incorporating the directors' report) was approved on 13 October 2024 and signed on behalf of the board of trustees by:

Mr L Johnson (Chair)
Trustee

Beccles Lido Limited

Company Limited by Guarantee

Independent examiner's report to the trustees of Beccles Lido Limited

Year ended 31 January 2024

I report to the charity trustees on my examination of the financial statements of the company for the year ended 31 January 2024 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's financial statements as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Beccles Lido Limited

Company Limited by Guarantee

Independent examiner's report to the trustees of Beccles Lido Limited *(continued)*

Year ended 31 January 2024

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Mark Proctor FCA DChA
Independent Examiner

Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

13 October 2024

Beccles Lido Limited

Company Limited by Guarantee

Statement of financial activities (including income and expenditure account)

Year ended 31 January 2024

			2024		2023
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments					
Donations and legacies	5	34,107	27,045	61,152	26,848
Charitable activities	6	574,421	–	574,421	553,744
Other trading activities	7	59,362	–	59,362	98,143
Investment income	8	58,872	–	58,872	37,466
Other income	9	25,467	–	25,467	13,158
Total income		<u>752,229</u>	<u>27,045</u>	<u>779,274</u>	<u>729,359</u>
Expenditure					
Raising funds					
Costs of other trading activities	10	(30,739)	–	(30,739)	(50,613)
Charitable activities	11	(804,011)	(4,942)	(808,953)	(744,074)
Total expenditure		<u>(834,750)</u>	<u>(4,942)</u>	<u>(839,692)</u>	<u>(794,687)</u>
Net expenditure before transfer of funds		(82,521)	22,103	(60,418)	(65,328)
Transfers between funds		5,650	(5,650)	–	–
Net movement in funds		<u>(76,871)</u>	<u>16,453</u>	<u>(60,418)</u>	<u>(65,328)</u>
Reconciliation of funds					
Total funds brought forward		417,639	8,761	426,400	491,728
Total funds carried forward		<u>340,768</u>	<u>25,214</u>	<u>365,982</u>	<u>426,400</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 23 to 37 form part of these financial statements.

Beccles Lido Limited

Company Limited by Guarantee

Balance sheet

31 January 2024

	Note	2024 £	£	2023 £	£
Fixed assets					
Tangible fixed assets	16		83,907		87,377
Investments	17		103		101
			<u>84,010</u>		<u>87,478</u>
Current assets					
Stocks	18	–		4,041	
Debtors	19	65,462		69,670	
Cash at bank and in hand		245,770		308,734	
		<u>311,232</u>		<u>382,445</u>	
Creditors: Amounts falling due within one year	20	<u>(29,260)</u>		<u>(43,523)</u>	
Net current assets			<u>281,972</u>		<u>338,922</u>
Total assets less current liabilities			<u>365,982</u>		<u>426,400</u>
Funds of the charity					
Restricted funds			25,214		8,761
Unrestricted funds			<u>340,768</u>		<u>417,639</u>
Total charity funds	22		<u>365,982</u>		<u>426,400</u>

For the year ending 31 January 2024 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

These financial statements were approved by the board of trustees and authorised for issue on 13 October 2024, and are signed on behalf of the board by:

Mr L Johnson (Chair)
Trustee

Company registration number: 06805012

The notes on pages 23 to 37 form part of these financial statements.

Beccles Lido Limited

Company Limited by Guarantee

Statement of cash flows

Year ended 31 January 2024

	2024 £	2023 £
Cash flows from operating activities		
Net expenditure	(60,418)	(65,328)
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	40,222	53,673
Investment income	(57,252)	(37,116)
Other interest receivable and similar income	(1,620)	(350)
<i>Changes in:</i>		
Stocks	4,041	(1,076)
Trade and other debtors	4,208	(44,659)
Trade and other creditors	(14,263)	13,809
Cash generated from operations	(85,082)	(81,047)
Interest received	1,620	350
Net cash used in operating activities	<u>(83,462)</u>	<u>(80,697)</u>
Cash flows from investing activities		
Investment income	57,252	37,116
Purchase of tangible assets	(36,752)	(30,264)
Acquisition of subsidiaries	(2)	—
Net cash from investing activities	<u>20,498</u>	<u>6,852</u>
Net decrease in cash and cash equivalents	(62,964)	(73,845)
Cash and cash equivalents at beginning of year	<u>308,734</u>	<u>382,579</u>
Cash and cash equivalents at end of year	<u>245,770</u>	<u>308,734</u>

The notes on pages 23 to 37 form part of these financial statements.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements

Year ended 31 January 2024

1. General information

The charity is a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales.

The address of the registered office is 6 Cromwell Close, Beccles, NR34 9XE, Suffolk.

2. Statement of compliance

The charity constitutes a public benefit entity as defined by FRS 102. 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

3. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on the historical cost basis.

(b) Going concern

The financial statements have been prepared on a going concern basis, as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

(c) Consolidation

The charity is not required to prepare consolidated accounts in accordance with the Charities Act 2011, and has taken advantage of the option not to prepare consolidated financial statements contained in Section 398 of the Companies Act 2006 on the basis that the charity and its subsidiary undertakings comprise a small group.

(d) Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future projects or commitments.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2024

3. Accounting policies *(continued)*

(e) Income

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

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

(f) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- Costs of raising funds comprise the costs associated with attracting voluntary income.
- Charitable activities comprise those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the independent examination fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.

(g) Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2024

3. Accounting policies *(continued)*

(h) Depreciation

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

Hall building	-	20% straight line
Lido building	-	20% straight line
Lido pool equipment	-	20% straight line
Other assets	-	20% straight line
Lido kitchen equipment	-	20% straight line
Public Hall equipment	-	20% straight line

(i) Investments

Unlisted investments are initially recorded at cost, and subsequently measured at fair value. If fair value cannot be reliably measured, assets are measured at cost less impairment.

(j) Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

(k) Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided.

(l) Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost

4. Limited by guarantee

The organisation is a charitable company limited by guarantee and in the event of the company being wound up members are required to contribute an amount not exceeding £10.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2024

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Donations			
Donations and grants - restricted	–	27,045	27,045
Donations and grants - unrestricted	4,033	–	4,033
Membership fees	74	–	74
Legacies			
Legacies	30,000	–	30,000
	<u>34,107</u>	<u>27,045</u>	<u>61,152</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Donations			
Donations and grants - restricted	–	19,472	19,472
Donations and grants - unrestricted	7,302	–	7,302
Membership fees	74	–	74
Legacies			
Legacies	–	–	–
	<u>7,376</u>	<u>19,472</u>	<u>26,848</u>

The charity received a number of grants from the local councils. Details of the grants received are set out in note 22.

6. Charitable activities

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Swimming income	321,906	321,906	335,492	335,492
Big Dog Ferry income	33,553	33,553	24,065	24,065
Hall hire	23,675	23,675	25,833	25,833
Show income	195,287	195,287	168,354	168,354
	<u>574,421</u>	<u>574,421</u>	<u>553,744</u>	<u>553,744</u>

7. Other trading activities

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Fundraising events and income	48,264	48,264	42,363	42,363
Bar income	–	–	44,778	44,778
Lottery income	11,098	11,098	11,002	11,002
	<u>59,362</u>	<u>59,362</u>	<u>98,143</u>	<u>98,143</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2024

8. Investment income

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Income from group undertakings	57,252	57,252	37,116	37,116
Bank interest receivable	1,620	1,620	350	350
	<u>58,872</u>	<u>58,872</u>	<u>37,466</u>	<u>37,466</u>

9. Other income

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Other income	9,997	9,997	7,114	7,114
Insurance claims	—	—	1,539	1,539
Theatre Tax Relief	15,470	15,470	4,505	4,505
	<u>25,467</u>	<u>25,467</u>	<u>13,158</u>	<u>13,158</u>

10. Costs of other trading activities

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Event and fundraising costs	25,194	25,194	25,345	25,345
Lottery expenses	5,545	5,545	5,709	5,709
Bar costs	—	—	19,559	19,559
	<u>30,739</u>	<u>30,739</u>	<u>50,613</u>	<u>50,613</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2024

11. Expenditure on charitable activities

	Lido	Public Hall	Big Dog Ferry	Total Funds
	£	£	£	2024
	£	£	£	£
Staff wages	209,998	93,439	7,038	310,475
Show costs	—	169,107	—	169,107
Services	2,178	—	8,084	10,262
Repairs and maintenance	40,461	4,499	—	44,960
Light, heat and water	131,286	7,703	—	138,989
Printing, postage and telephone	3,150	2,346	492	5,988
Cleaning and waste disposal	5,044	2,473	—	7,517
Insurance	13,338	3,295	1,066	17,699
Advertising and publicity	3,381	9,533	222	13,136
Bank charges	2,532	2,548	—	5,080
Depreciation	33,934	6,288	—	40,222
Equipment	7,174	3,741	—	10,915
Miscellaneous (inc training, uniforms)	3,233	5,729	471	9,433
Big Dog Ferry costs	—	—	7,813	7,813
Governance costs	9,542	7,815	—	17,357
	<u>465,251</u>	<u>318,516</u>	<u>25,186</u>	<u>808,953</u>

	Lido	Public Hall	Big Dog Ferry	Total Funds
	£	£	£	2023
	£	£	£	£
Staff wages	215,156	95,980	7,422	318,558
Show costs	—	123,834	—	123,834
Services	2,421	—	5,316	7,737
Repairs and maintenance	58,493	4,422	—	62,915
Light, heat and water	69,620	6,998	—	76,618
Printing, postage and telephone	2,308	2,130	111	4,549
Cleaning and waste disposal	5,322	3,200	—	8,522
Insurance	11,414	2,018	853	14,285
Advertising and publicity	5,943	14,404	75	20,422
Bank charges	1,884	1,333	—	3,217
Depreciation	48,564	3,977	1,132	53,673
Equipment	8,556	7,103	—	15,659
Miscellaneous (inc training, uniforms)	1,382	3,000	428	4,810
Big Dog Ferry costs	—	—	3,171	3,171
Governance costs	7,550	18,554	—	26,104
	<u>438,613</u>	<u>286,953</u>	<u>18,508</u>	<u>744,074</u>

Governance costs

	2024	2023
	£	£
Independent examination fee	4,000	3,734
Other accountancy services	2,704	1,462
Professional fees	10,653	20,908
	<u>17,357</u>	<u>26,104</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2024

During the year ended 31 January 2024 £4,942 (2023: £17,495) of charitable activities was restricted and £804,011 (2023: £726,579) was unrestricted.

12. Net expenditure

Net expenditure is stated after charging/(crediting):

	2024	2023
	£	£
Depreciation of tangible fixed assets	40,222	53,673

13. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2024	2023
	£	£
Wages and salaries	291,350	302,401
Social security costs	14,825	12,425
Employer contributions to pension plans	4,300	3,732
	310,475	318,558

The average head count of employees during the year was 35 (2023: 37).

This includes both full time and part time staff. Of the 35 staff employed by Beccles Lido Limited (BLL) 6 staff were employed to support the trading activities of Beccles Lido Trading Limited (BLT). BLT is a wholly owned subsidiary of BLL and recompensed BLL £13,119 (2023: £20,099) for staff costs which directly related to trading activities carried out by BLT on Beccles Lido's behalf. There was also £1,296 recharged for Big Dog Services Limited (BDS) during the year, relating to trading activities carried out by BDS on Beccles Lido's behalf.

The Trustees consider the key management personnel to be the managing director, Public Hall general manager and Lido general manager. The total compensation paid to key management personnel for services provided to the charity was £89,287 (2023: £123,073).

No employee received employee benefits of more than £60,000 during the year (2023: Nil).

14. Trustee remuneration and expenses

Two trustees received the reimbursement of expenses totalling £282 in 2024 (2023: £106). No remuneration from employment with the charity was received by the trustees in the current or previous year.

15. Transfers between funds

Fund transfers represent the purchase of capital items from restricted income where no ongoing restriction exists and to increase the value of the designated repairs funds.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2024

16. Tangible fixed assets

	Hall Building £	Lido Building £	Fixtures, fittings and equipment £	Other assets £	Public Hall Equipment £	Total £
Cost						
At 1 Feb 2023	11,908	93,150	208,938	13,725	60,534	388,255
Additions	—	16,466	3,872	700	15,714	36,752
At 31 Jan 2024	<u>11,908</u>	<u>109,616</u>	<u>212,810</u>	<u>14,425</u>	<u>76,248</u>	<u>425,007</u>
Depreciation						
At 1 Feb 2023	11,908	85,354	139,220	12,550	51,846	300,878
Charge for the year	—	5,243	28,691	656	5,632	40,222
At 31 Jan 2024	<u>11,908</u>	<u>90,597</u>	<u>167,911</u>	<u>13,206</u>	<u>57,478</u>	<u>341,100</u>
Carrying amount						
At 31 Jan 2024	<u>—</u>	<u>19,019</u>	<u>44,899</u>	<u>1,219</u>	<u>18,770</u>	<u>83,907</u>
At 31 Jan 2023	<u>—</u>	<u>7,796</u>	<u>69,718</u>	<u>1,175</u>	<u>8,688</u>	<u>87,377</u>

17. Investments

	Shares in group undertakings £	Other investments £	Total £
Cost or valuation			
At 1 February 2023	1	100	101
Additions	2	—	2
At 31 January 2024	<u>3</u>	<u>100</u>	<u>103</u>
Impairment			
At 1 February 2023 and 31 January 2024	<u>—</u>	<u>—</u>	<u>—</u>
Carrying amount			
At 31 January 2024	<u>3</u>	<u>100</u>	<u>103</u>
At 31 January 2023	<u>1</u>	<u>100</u>	<u>101</u>

All investments shown above are held at valuation.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2024

17. Investments *(continued)*

Investments represents 100% share capital of Beccles Lido Trading Limited, incorporated in England. The results for the company for the year are:

	2024	2023
	£	£
Turnover	68,348	101,402
Profit for the year	11,642	37,116
Gifted to the charity	(11,642)	(37,116)
Net assets	<u>1</u>	<u>1</u>

Investments represents 100% share capital of Beccles Public Hall Trading Limited, incorporated in England. The results for the company for the year are:

	2024	2023
	£	£
Turnover	60,560	—
Profit for the year	29,730	—
Gifted to the charity	(29,730)	—
Net assets	<u>1</u>	<u>—</u>

Investments represents 100% share capital of Big Dog Services Limited, incorporated in England. The results for the company for the year are:

	2024	2023
	£	£
Turnover	18,176	—
Profit for the year	15,880	—
Gifted to the charity	(15,880)	—
Net assets	<u>1</u>	<u>—</u>

18. Stocks

	2024	2023
	£	£
Stock held for resale	<u>—</u>	<u>4,041</u>

All stock is held for resale by the Public Hall bar.

19. Debtors

	2024	2023
	£	£
Trade debtors	6,451	6,556
Amounts owed by group undertakings	51,754	57,215
Prepayments and accrued income	720	1,394
Other debtors	<u>6,537</u>	<u>4,505</u>
	<u>65,462</u>	<u>69,670</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2024

20. Creditors: Amounts falling due within one year

	2024	2023
	£	£
Trade creditors	324	8,921
Social security and other taxes	3,657	3,231
Accruals and deferred income	24,366	30,620
Other creditors	913	751
	<u>29,260</u>	<u>43,523</u>

	2024	2023
	£	£
Deferred income brought forward	25,035	10,017
Released during the year	(25,035)	(10,017)
Deferred during the year	18,694	25,035
Deferred income carried forward	<u>18,694</u>	<u>25,035</u>

Deferred income comprise funds received in advance of 2024 events.

21. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £4,300 (2023: £3,732).

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2024

22. Analysis of charitable funds

Unrestricted funds at 31 January 2024

	At 1 Feb 2023	Income	Expenditure	Transfers	At 31 Jan 2024
	£	£	£	£	£
Lido Designated reserves fund	113,215	–	–	3,895	117,110
Hall Designated reserves fund	97,500	–	–	(27,249)	70,251
Big Dog Ferry sinking fund	4,165	–	–	(3,155)	1,010
General funds	202,759	752,229	(834,750)	32,159	152,397
	<u>417,639</u>	<u>752,229</u>	<u>(834,750)</u>	<u>5,650</u>	<u>340,768</u>

Unrestricted funds at 31 January 2023

	At 1 Feb 2022	Income	Expenditure	Transfers	At 31 Jan 2023
	£	£	£	£	£
Lido Designated reserves fund	124,979	–	–	(11,764)	113,215
Hall Designated reserves fund	140,000	–	–	(42,500)	97,500
Big Dog Ferry sinking fund	5,000	–	–	(835)	4,165
General funds	175,925	709,887	(777,192)	94,139	202,759
	<u>445,904</u>	<u>709,887</u>	<u>(777,192)</u>	<u>39,040</u>	<u>417,639</u>

Lido Designated reserves fund - represents the allocation of reserves to cover the planned cost of repairs and equipment replacement together with exceptional costs (such as extraordinary energy price increases) if these cannot otherwise be met by grants or free reserves.

Hall Designated reserves fund - represents the allocation of reserves to cover the cost of any significant repairs and replacement of plant and equipment, or any other large and unavoidable or otherwise deemed appropriate expense including wages incurred replacing long standing senior volunteers while additional income is generated to cover these increased operating costs.

Big Dog Ferry sinking fund - represents the allocation of reserves to cover the cost of significant repairs and replacement of plant and equipment, or any other large and unavoidable or otherwise deemed appropriate expenses.

Restricted funds at 31 January 2024

	At 1 Feb 2023	Income	Expenditure	Transfers	At 31 Jan 2024
	£	£	£	£	£
Lido:					
Garfield Weston	3,560	–	(1,250)	–	2,310
Locality Budget	–	834	(834)	–	–
Hall:					
Suffolk Community Foundation (3)	1,481	–	(1,120)	(361)	–
Suffolk Community Foundation (8)	3,720	–	(557)	(310)	2,853
Theatres Trust	–	4,700	–	(4,700)	–
Forget-Me-Nots	–	470	(191)	(279)	–

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2024

Hall Flooring	–	1,096	–	–	1,096
Lottery Community Fund	–	19,945	(990)	–	18,955
	<u>8,761</u>	<u>27,045</u>	<u>(4,942)</u>	<u>(5,650)</u>	<u>25,214</u>

Restricted funds at 31 January 2023

	At 1 Feb 2022 £	Income £	Expenditure £	Transfers £	At 31 Jan 2023 £
Lido:					
Suffolk Community - Harris Family Trust	1,028	–	–	(1,028)	–
SCC Locality Budget (Cllr Brambley-Crawshaw)	2,000	–	–	(2,000)	–
SCC Locality Budget (Cllr Ritchie)	500	–	–	(500)	–
Garfield Weston	6,060	–	(2,500)	–	3,560
SCC Locality Budget (Cllr McGregor)	–	1,732	–	(1,732)	–
Sport England	29,045	–	–	(29,045)	–
Hall:					
Suffolk Community Foundation (3)	4,101	–	(1,370)	(1,250)	1,481
Suffolk Community Foundation (5)	1,490	–	(1,055)	(435)	–
Suffolk Community Foundation (7)	–	8,980	(8,980)	–	–
Suffolk Community Foundation (8)	–	3,720	–	–	3,720
ESC - Restart Grant	400	–	(190)	(210)	–
ESC - Youth Take Over	1,200	–	(1,120)	(80)	–
ESC - Panto	–	2,760	–	(2,760)	–
ESC - YTG trip	–	2,280	(2,280)	–	–
	<u>45,824</u>	<u>19,472</u>	<u>(17,495)</u>	<u>(39,040)</u>	<u>8,761</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2024

Beccles Lido

Suffolk Community - Harris Family Trust, SCC Locality Budget (Cllr Brambley-Crawshaw), SCC Locality Budget (Cllr Ritchie) - Grants for lane ropes

Garfield Weston - Grant for reflatting reserves, various expenses and upgrades

Sport England - Grant to support the Charity post Covid-19

Locality Budget - Grant to support the cost of repairs of pipework

Beccles Public Hall

Suffolk Community Foundation (3, 5 and 8) - Grant for dementia session

ESC Restart Grant - Grants towards dementia sessions

ESC Youth Takeover - Grants towards the youth theatre

ESC - Panto - Grants towards Panto tickets

ESC - YTG trip - Grant towards YTG trip, but repurposed (with ESC permission) for Oliver! The Musical

Suffolk Community Foundation (7) & Arts Council – Let's Celebrate Jubilee Fund – Grant towards Jubilee celebrations

Theatres Trust - Grant towards to cost of sound equipment

Forget-Me-Nots - Donations towards the Forget-Me-Nots project

Hall Flooring - Donations towards the cost of floor repairs at the Public Hall

Lottery Community Fund - Grant towards the provision of community activities

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2024

23. Analysis of net assets between funds

As at 31 January 2024

	Fixed assets £	Investments £	Net current assets £	Total 2024 £
Restricted Income Funds				
Lido:				
Garfield Weston	—	—	2,310	2,310
Hall:				
Suffolk Community Foundation (8)	—	—	2,853	2,853
Hall Flooring	—	—	1,096	1,096
Lottery Community Fund	—	—	18,955	18,955
	<u>—</u>	<u>—</u>	<u>25,214</u>	<u>25,214</u>
Unrestricted Funds				
Designated Funds	—	—	188,371	188,371
General Funds	83,907	103	68,387	152,397
	<u>83,907</u>	<u>103</u>	<u>256,758</u>	<u>340,768</u>
Total Funds	<u>83,907</u>	<u>103</u>	<u>281,972</u>	<u>365,982</u>

As at 31 January 2023

	Fixed assets £	Investments £	Net current assets £	Total 2023 £
Restricted Income Funds				
Lido:				
Garfield Weston	—	—	3,560	3,560
Hall:				
Suffolk Community Foundation (3)	—	—	1,481	1,481
Suffolk Community Foundation (8)	—	—	3,720	3,720
	<u>—</u>	<u>—</u>	<u>8,761</u>	<u>8,761</u>
Unrestricted Funds				
Designated Funds	—	—	214,880	214,880
General Funds	87,377	101	115,281	202,759
	<u>87,377</u>	<u>101</u>	<u>330,161</u>	<u>417,639</u>
Total Funds	<u>87,377</u>	<u>101</u>	<u>338,922</u>	<u>426,400</u>

24. Related party transactions

There were no related party transactions in the current year or prior year.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2024

25. Analysis of changes in net debt

	At 1 Feb 2023	Cash flows	At 31 Jan 2024
	£	£	£
Cash at bank and in hand	<u>308,734</u>	<u>(62,964)</u>	<u>245,770</u>

BECCLES LIDO LIMITED

England & Wales - Charity number 1132102

Accounts

COMPANY REGISTRATION NUMBER: 06805012
CHARITY REGISTRATION NUMBER: 1132102

Beccles Lido Limited
Company Limited by Guarantee
Unaudited financial statements
31 January 2023

Beccles Lido Limited

Company Limited by Guarantee

Financial statements

Year ended 31 January 2023

	Page
Trustees' annual report (incorporating the directors' report)	1
Independent examiner's report to the trustees	15
Statement of financial activities (including income and expenditure account)	16
Balance sheet	17
Statement of cash flows	19
Notes to the financial statements	20

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2023

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 January 2023.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and 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 published in October 2019.

Chair's report

I am delighted to have joined the Board as Chair of a Charity with strongly performing assets, but at a point in its evolution where it needed a broader, stronger Board and better strategic direction; as well as tighter scrutiny and controls. In combination, this will ensure that the Charity continues to meet the needs of the community it serves, while at the same time doing so sustainably and within the charitable and regulatory frameworks it operates.

As the board continues to evolve and grow, the most notable change is the development of subcommittees and working groups. These have been designed to ensure that the Board continues to operate with full oversight on the strategic vision, but also to ensure that Beccles Lido Limited is putting the right resources into where they are needed.

As a new Trustee it has been hugely encouraging to see the dedicated team of volunteers and staff, and the eco-system of valued suppliers and partners. I would like to take this opportunity to extend my thanks to all of them, without whom the Charity and its assets would not be able to operate with the success that they do.

Lee Johnson
Chair

Outgoing Chair's report

After 14 years as Chair/Vice Chair and more recently, following Vicky Russ' resignation, acting Chair, I am very pleased to welcome Lee as our new Chair. We also have new Board members to carry us forward. It has been my pleasure to steer us thus far, but we need new ideas from new people to continue the valuable work achieved so far.

I hope to continue my Trustee role and volunteer work with the Charity for the foreseeable future and I look forward to some exciting new projects.

Without our dedicated team of volunteers, as well as our salaried staff and trusted suppliers and partners, the Charity could not have flourished as it has, and my sincere thanks go out to all of them.

Maureen Saunders
Trustee

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2023

Reference and administrative details

Registered charity name	Beccles Lido Limited
Charity registration number	1132102
Company registration number	06805012
Principal office and registered office	6 Cromwell Close Beccles Suffolk NR34 9XE

The trustees

The trustees who served during the year and at the date of approval were as follows:

Mr L Johnson (Chair) (appointed 19 April 2023, appointed Chair 25 May 2023)
Mrs M Saunders (acting Chair from December 2022 to May 2023)
Ms V Russ (resigned 31 December 2022)
Mrs J Claridge
Mrs S Gibbons (Secretary)
Mr D Howson
Ms E Orford (appointed 16 February 2023)
Ms N Pakenham (appointed 16 February 2023)
Mr R Peacock (appointed 16 February 2023)
Mr D Saunders (appointed 16 February 2023)
Ms T Woolner (appointed 16 February 2023)

Managing director Mr S Crowley

Independent examiner Mark Proctor FCA DChA
Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Bankers Barclays Bank Plc
23c New Market
Beccles
Suffolk
NR34 9HD

CAF Bank
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2023

Objectives and activities

To promote for the benefits of the inhabitants of Beccles and the surrounding area the provision of carefully selected assets, particularly a Lido (open air swimming pool and recreation area), Beccles Public Hall & Theatre (theatre and community meeting space) and the Big Dog Ferry; in the interests of social welfare, health, fitness, mental well-being, education, culture, artistic and other leisure pursuits of the said inhabitants.

The vision that has shaped our annual activities since the Charity was set up has been focused on providing leisure facilities for the people of Beccles and surrounding area. The three main activities at this time are Beccles Lido, Beccles Public Hall & Theatre and Big Dog Ferry, each of which would otherwise have closed.

In shaping our objectives for the year and planning our activities, the Trustees considered the Charity Commission's guidance on public benefit, including the guidance "Public Benefit: running a charity (PB2)". Beccles Lido Limited activities rely on income from Lido users, from events at the Hall and Hall hire, and from customers for the Big Dog Ferry services, to cover operating costs. All three operations supplement operating income with fundraising, donations and grants for the development of buildings and purchase/replacement of plant and equipment, as well as, from time to time, operating costs. Affordability and access to our facilities is very important to us and is reflected in our pricing policies set out later in this report. Our activities are planned to ensure that no one is excluded and all can enjoy what we offer at the Lido, the Hall and the Ferry.

Within our three assets we endeavour to encourage, through wide advertising, all within our community to participate in our activities to enhance their lives.

The activities employed to achieve the charity's aims and objectives, which are where prudent and practicable being extended, are to:

- keep the Lido open and heated seven days a week in the Summer and where financially sustainable and demand justifies, between April and October; and to also operate a Winter timetable of cold-water swimming; and to have the Lido café open during periods when demand justifies;
- run associated events, and liaise with local schools, clubs and groups to give access to the Lido;
- promote ourselves, as well as work with promoters, to put on a wide range of events at the Hall, and make the Hall available to local groups and individuals at a reasonable hire fee;
- make our assets available to groups with specific needs and offer disabled access and facilities where practicable;
- operate Big Dog Ferry on a regular timetable along the river Waveney for groups of people and charters;
- recruit a pool of volunteers to undertake the many varied tasks at all venues and, where this is not possible or inappropriate, appoint qualified, salaried employees where it is economically viable to do so.

We have recruited additional Trustees and re-organised the Board, including establishing a number of sub-committees to oversee each aspect of the Charity's operation, to ensure our continued success.

The Trustees will further develop our strategy and vision during 2023 and 2024.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2023

Achievements and performance

Beccles Lido

Following two years of Covid or post-Covid operations it was hard to predict what the year ended 31 January 2023 would look like, but we based our budget and timetable on our reasonable expectations, and the following summarises the year:

- Winter swimming continued in February and March, and while borderline profitable, it was popular and considered to be a valuable community service. Swimmer feedback supported its continuation for Winter 2022/23 and at a higher entry fee (in line with other local pools).
- The heated swimming season was again extended, from April to end-October and a there was a new timetable, changing through the season to meet anticipated visitor demand.
- The booking system was retained, with walk up entry also offered when sessions were not fully booked. While not universally popular, there were more visitors in favour than against; it meant the end of long queues and assured entry on busy days and less crowded sessions on those days; it allowed us to manage staff rotas more efficiently; the impact on income was broadly neutral.
- The incredible and unseasonal long hot summer meant that July and August were very busy, and the new systems allowed us to manage the demand without any of the issues faced pre-Covid, with a total 65,000 visitors enjoying the Lido in 2022/23.
- Many of the clubs that hired the pool in 2021 returned, and the schools also returned for Summer term swimming lessons.
- The café (operated by Beccles Lido Trading Limited, BLT) returned to full operation, but with a simplified menu which allowed us to operate it without the need for an expensive, full-time café/kitchen manager. While not without some issues, this did mean that the café enjoyed its most profitable ever year.
- The Lido's partnership with TheCanoeMan (the income for which is accounted within BLT) continued to be successful, and while we did not see the unprecedented demand of 2021 (when staycationers meant a record season), bookings and revenue were still way ahead of pre-Covid.
- BLL's Trustees take the view that where possible it should provide as many jobs as it can. This not only helps the local economy but gives young people an opportunity to acquire life skills. Staffing in 2022/23 comprised a mix of full-time, seasonal full-time and casual employees. Wage costs for staff fulfilling café/kiosk or canoe hire activities were met by BLT in support of these trading activities.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2023

Achievements and performance *(continued)*

- The Triathlon returned and was again a sell out and huge success, as was the Autumn Beer Festival.
- There were a number of essential purchases of plant and pool equipment, including a new giant inflatable (generously supported by a Suffolk County Council locality grant from Cllr Peggy McGregor), and lane ropes for all remaining lanes.
- The largest infrastructure expense was a complete refurbishment of reception and changing cubicles, with new roofs, insulation, windows and doors (costing in excess £45,000 from Lido reserves).
- Utility prices were rising sharply, and solar panels were installed on reception and proved a valuable mitigation measure (with an estimated return on investment of less than two years), with more planned to be installed in 2023.

While the Lido showed an overall deficit following the large investment in plant, equipment and buildings, operating surpluses before those expenses were strong, and following drawdown of £35,073 from restricted income, unrestricted reserves (and free cash) increased, designated reserves remained strong, and each are ahead of the pre-Covid position.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2023

Achievements and performance *(continued)*

Beccles Public Hall & Theatre

Following the resignations of long-standing employee Jerry Garcia and Trustee/General manager John Cushing, the Hall entered a period of significant change:

- Roles and responsibilities were changed, with existing employees/volunteers/Trustees stepping in to take on the day-to-day operations of the Hall, as well as the accounting for the Hall. Some changes were successful, albeit after some adjustments, others less so, and it quickly became clear that additional paid roles would be necessary.
- An interim General Manager was recruited on a part-time, Freelance basis for six months to stabilise operations; leading to recruitment of a salaried General Manager and Marketing Manager (with the Programming & Marketing Manager relinquishing Marketing duties), all on a part-time basis. In combination this put pressure on reserves in order to cover costs, with income not yet showing sufficient increase to cover these costs.
- Nonetheless, the Trustees considered the changes to be essential to ensure a robust operation, the costs could be covered from reserves in the medium term, and they would in turn lead to the increased revenue needed to cover these costs.
- The Youth Theatre established in 2021 continued and supported another very successful in-house production (Oliver, The Musical in Autumn), supported by a Local Authority grant.
- The Hall also held a programme of intergenerational Jubilee celebrations with a grant from the Arts Council's Let's Create Jubilee Fund and Suffolk Community Foundation. The project was a collaboration with Suffolk Libraries, Beccles Town Council, Beccles Museum and The Community Hub, with the Hall taking the lead on marketing and community engagement. Activities across the whole town were well attended and included heavily reduced ticket prices and free events.
- The Hall's regular Forget Me Nots social group continues to welcome people with dementia or memory loss. It is supported by various grants, including a new grant from the Co-op Community Cares Fund and Suffolk Community Foundation, which assure its continuation for the foreseeable future.
- The Pantomime was more popular than ever, with additional performances added over previous years.
- The Hall bar enjoyed its busiest ever year and contributes valuable funds to the Hall operation.

The well attended November/December/January programme, all with good sales at the bar, meant a strong 4th quarter performance. This gave the Trustees confidence that the medium-term plan is working; and the Trustees remain confident that the Hall is better placed than ever to enable the venue to continue to offer a variety of events at the Hall, striking a fair balance between performances by local amateur groups, event hirers (commercial and private), in-house productions and Hall-curated performances by touring professionals and other artistes.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2023

Achievements and performance *(continued)*

Big Dog Ferry

The Ferry returned to full service in 2022:

- The two engines are five years old (and fully depreciated), and engine #1 needed a minor re-build at a cost of approaching £1,000.
- The service was more popular than ever, helped we think by the increasing popularity of The Locks Inn pub (now under community ownership) at the Ferry's Geldeston destination.
- Thanks, once again, to valued partner Steve Moody of Windways Marine in Beccles, who continues to look after servicing and re-build of the engines, for which we are very grateful.

Following last year's strong performance, the Ferry again showed a significant surplus of £5,607 (2021/22: £4,604, excluding extraordinary Covid grants). This follows many years of breakeven since its acquisition. Surplus was again retained, with the Ferry now building reserves for future upgrades/replacement of engines, but available if needed by the Lido, for whom the Ferry was established as a fundraising operation.

Grants, donations and volunteers

We continue to be the beneficiary of most generous grants and donations, set out in note 5, for which we are extremely grateful.

None of the Charity's assets could operate without our fantastic and dedicated volunteers, or the goodwill of supporters, the general public and the local Community, to which we again extend our very grateful thanks.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2023

Financial review

Beccles Lido

- Following two years of Covid support grants and prior to that a major fundraising campaign to fund the 2019/20 pool refurbishment/upgrade, donations and grants were modest at £5,232 and included small community grants towards some of the new equipment purchases.
- Events income and surplus was much improved, following the return of the Triathlon and a Beer Festival free from Covid-restrictions.
- The Lido's main income stream from swimming and hire was at a historic high of £335,492 (2021/22: £276,969, 2019/20: £160,655) helped by the fantastic summer as well as 52 weeks opening.
- The café contributed an all-time record high surplus of £15,509 and, in combination with canoe hire, a surplus of £37,116 (2021/22: £28,864 excluding extraordinary Covid grants) - café income was up, while canoe hire income was down (due in combination to less staycationers and more SUP ownership competing with hires).
- The Lido's main expense is wages, and this was up due to heavy demand in the summer and more staff required to service that demand: £215,156 (2021/22: £182,459).
- Utility costs were up, with both electricity and chemical costs doubling: £69,620 (2021/22: £41,994).
- Maintenance costs were also up due to the reception and changing cubicle upgrades: £58,493 (2021/22: £38,480).

In combination this meant an overall deficit of £40,937 - (2021/22: surplus £45,537); but an operating surplus (before depreciation and extraordinary expenses) of £58,570 (2021/22: £33,360); and an increase in unrestricted/designated cash reserves (excluding fixed assets) to £186,979 (2021/22: £167,564).

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2023

Financial review *(continued)*

Beccles Public Hall & Theatre

- Following exceptional Covid support grants (local authority and government/Arts Council), donations and grants were significantly down, but still a very pleasing £21,492.
- Income from shows, events and fundraising was an all-time high £181,381 (2021/22: £84,088, 2019/20: £81,018).
- Hire income was £25,833 (2021/22: £18,881, 2019/20: £30,324), with some hirers slow to return post-Covid.
- Gross bar income (including from fundraising events) was £44,748 (2021/22: £21,426, 2019/20: £39,282).
- The Hall made a successful application for Theatre Tax Relief on 2021/22 in-house productions, which yielded an accrual of £4,505 (£5,300 less Agent's fee); we will be making a similar claim for 2022/23 in-house productions, which can reasonably be expected to yield a higher return.
- The Hall's main expenses are show and event costs: £131,019 (2021/22: £66,327, 2019/20: £58,578); and wages/freelance services: £107,980 (2021/22: £62,116, 2019/20: £20,307).

So, overall deficit was £29,998 - (2021/22: surplus £34,386, 2019/20 surplus £19,706); with operating deficit (before depreciation and extraordinary Covid support grants/Covid compensation insurance claim) was £27,560 - (2021/22: deficit £68,241, 2019/20 surplus £24,383); and a decrease in unrestricted/designated cash reserves (excluding fixed assets) to £117,613 (2021/22: £148,622, 2019/20: £41,538). While there was a decrease between 31 January 2022 and 31 January 2023 of £31,009, we had in fact provisioned £42,500 (for increased wages) from designated reserves. We also provisioned a further £22,500 to be used in 2023/24, again for wages.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2023

Financial review *(continued)*

Big Dog Ferry

- Like the Lido, donations and grants were down to pre-Covid levels (£50).
- Following another strong season, income was up: £24,065 (2021/22: £21,336).
- Costs, including freelance skipper services and wages were up: £15,909 (2021/22: £13,940) in line with increased demand.

So, overall surplus was £5,607 (2021/22: £12,604); while operating surplus (excluding depreciation, extraordinary expenses and Covid grants) was £7,574 (2021/22: £5,736); with an increase in unrestricted/designated cash reserves (excluding fixed assets) to £25,570 (2021/22: £18,831) which has been retained by the Ferry but remains available to the Lido if required.

Summary

Overall, the Charity made a deficit, but its cash reserves and assets mean that it remains in a strong position and resilient against future shocks, not least those posed by escalating energy costs, particularly at the Lido, and by wages at the Hall. Each asset is otherwise performing strongly, and the Charity remains sustainable now and into the medium/long term.

The overall financial results of the charity as shown on page 16, were total income of £729,359 (2022: £690,183) including £26,848 (2022: £162,506) of grants and donations. Expenditure amounted to £794,687 (2022: £597,656) including repairs, maintenance and equipment cost of £62,915 (2022: £48,168). Net expenditure amounted to £65,328 (2022: net income £92,527).

The Lido has a trading company, Beccles Lido Trading Limited (BLT), which manages the café and kiosk and gifts all profits to the Lido. In 2021/22, the canoe hire income was at a level that was deemed trading and also moved into BLT. Now recognising that the café/kiosk trading activities and canoe hire trading activities are quite different, a new trading company has been set up effective 2023/24 (Big Dog Services Limited) in which canoe hire income will be managed.

Following a strong performance throughout the year, the Hall bar plus merchandise sales are now at a level that a Hall trading company is considered appropriate, and a new trading company (Beccles Public Hall Trading Limited) has been set up effective 2023/24 to manage the Hall bar.

Pricing Policy

Pricing for all assets is regularly reviewed against costs and against peer facilities and set at a level that is considered to be affordable and fair value, while at the same time allowing each asset to operate as sustainably as possible, which is increasingly challenging given energy and consumables inflation.

Loyalty schemes (e.g. the Lido's membership scheme), negotiable hire rates and, from time to time, free or heavily subsidised entry to events, in combination aim to allow the widest possible use of each asset by the Community.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2023

Financial review *(continued)*

Reserves Policy

At 31 January 2023 the Charity has unspent restricted reserves (Lido: £3,560, Hall: £5,201, Ferry: £0) which it will spend as soon as the relevant expenses are incurred.

Each asset then has a designated reserve retained as a provision against anticipated future expenses.

The remaining free cash reserves are available to cover expenses exceeding income. The Trustees anticipate various repairs, upgrades and improvements, for which some grant funding has already been secured and further funds will be applied for, but against which BLL has to continue to demonstrate that it can match these grants with funds of its own through its own prudent financial management and accumulation of reserves for this purpose. No target has been set for these reserves. They need to be as large as possible to set against the still remaining significant expenses anticipated to fully restore and maintain both the Lido and the Hall to the high quality to which the Trustees aspire; for increases in wages as BLL needs to replace long standing volunteers with paid employees; to cover increasing energy costs. These reserves also give BLL the resilience to survive unforeseen circumstances; and to be ready to take advantage of any opportunities to expand its asset base if this furthers its charitable objectives and creates greater financial security.

Unrestricted cash reserves (excluding fixed assets) at 31 January 2023 are:

- Lido: £186,978, of which is free cash £73,763 and designated reserve is £113,215.
- Hall: £117,613, of which is free cash £20,113 and designated reserve is £97,500.
- Ferry: £25,570, of which is free cash £21,405 and designated reserve is £4,165.

The designated reserve policies are:

Beccles Lido

The open-air swimming pool and its infrastructure needs continuous maintenance, upgrade and replacement to ensure that it can fulfil the objectives of the charity. At 31 January 2023, this Fund stands at £113,215 (31 January 2022: £124,979) following deductions for 2022/23 and reflation (the Lido aims to reflate by £25,000 p.a. until further notice). The primary purpose of this fund will remain to cover the reasonably anticipated maintenance and replacement of equipment at the Lido, but it is also available to cover any other exceptional costs (such as extraordinary energy price increases) if these cannot otherwise be met by grants, free cash or income.

Beccles Public Hall & Theatre

In anticipation of various investments required at the Hall, the Trustees also decided in 2020 that it is prudent for the Hall to formalise its own allocation of unrestricted funds. At 1 February 2022 its Designated Reserve Fund was £140,000 (including £42,500 to cover increased wages, with a further £22,500 budgeted for increased wages in 2023/24; each provisioned for the time anticipated for income to increase as the benefit of these additional salaried staff accrues). At 31 January 2023 it stands at £97,500 (£22,500 for wages and the balance of £75,000 for significant repairs and replacement of plant and equipment, highly desirable upgrades or improvements, but can be re-directed at the discretion of the Trustees).

Big Dog Ferry

The Ferry has a designated reserve at 31 January 2023 of £4,165 (31 January 2022: £5,000) following re-build of engine #1, and this will cover anticipated re-build costs of engine #2, it will be reflat at 31 January 2024 and thereafter to meet the reasonably anticipated future costs of engine re-builds/replacement.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2023

Plans for future periods

Beccles Lido

- New Solar PV installations on the toilet block and store/medical room; and consider replacement of aging and inefficient Solar PV on the plant room.
- Refurbishment of the toilet block to remediate wear and tear.
- Replacement and upgrade of aging plant, together with provision of backups for essential plant; including primary heating pipework, where contamination is clogging the filter to the heat exchanger.
- Upgrade/installation of new lighting, emergency lighting and fire alarm to meet latest safety and fire regulations.
- Replacement of unreliable underwater pool lights.
- Decorating of upgraded reception, and exterior of plant room.

With all of the above budgeted to be funded from Lido reserves.

- To continue with 52 weeks opening, although this will be guided by the impact of potentially crippling energy price increases and any mitigation offered by Government support.
- The number of events and services that are offered could be expanded to exploit the fantastic venue, and also its proximity and access to the river, to create new sources of revenue to supplement swimming and hire income.

Beccles Public Hall & Theatre

- Ongoing review of staff (and volunteer) roles, responsibilities and performance, to ensure that the Hall is appropriately resourced and able to deliver a programme of events that both meets audience demand and provides the income required to do so sustainably (not least to cover the cost of those wages).
- No major upgrades are planned until Hall reserves can be confidently committed, or until grants are secured, but priority upgrades/improvements when funds allow include heating/air conditioning, sound equipment, and tech more generally.

Big Dog Ferry

- Engine #2 needs a full re-build to return it to operation at a forecast cost of c.£3,000 (which is substantially cheaper than a replacement engine and will in fact return it to a state comparable with a replacement engine), to be funded from Ferry reserves.
- To run a full timetable from April through September.
- While a bigger boat would better meet peak demand, it could detract from the overall Big Dog experience, and so while this may be reviewed if the right opportunity arises, there are no immediate plans for the boat's replacement. We continue to look into the future possibility of electric as a power source, although to date no clear or practicable (or affordable) option has been identified.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2023

Structure, governance and management

Governing document

Beccles Lido Limited (BLL) is a charitable company limited by guarantee, incorporated on 21 January 2009 and registered as a charity on 13 October 2009. The company was established under a Memorandum of Association, which set out the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up the Trustees are required to contribute an amount not exceeding £10.

On 7 August 2011 the Memorandum of Association was modified to incorporate the wider scope of BLL's objectives to enable it to include the management of Beccles Public Hall and, should the opportunity arise, other carefully selected assets.

Appointment of trustees

The Trustees held office throughout the year except as indicated on page 2. They are elected for a period of three years after which they can be re-elected.

The Trustees are also Directors within the meaning of the Companies Act 2006.

New Trustees were recruited following an advertising campaign targeting the skills that we felt needed supplementing. Additional Trustees may be considered at the discretion of the Board, as and when the opportunity arises or suitable applications are received.

Induction and training of Trustees

All new Trustees are provided with:

- The Memorandum and Articles of Association
- The latest accounts of the charity
- Details of the Charity Commission publication - The Essential Trustee: "What you need to know"

In addition, Trustees are encouraged to read Charity Commission and other newsletters, and to attend courses designed to keep them abreast of their duties and responsibilities.

Organisational Structure

The Board of Trustees administers the Charity, and the Board meets at least quarterly, with sub-groups of Trustees running various committees to manage important aspects of the Charity, including:

- Business, Finance and Fundraising
- Property and Capital Projects
- Marketing and Community Engagement
- People and Operations
- Governance

Risk assessment

There are a significant number of operational procedures and risk assessments for Lido, Hall and Big Dog Ferry, as well as a risk register for the Charity; each are reviewed and updated annually and as circumstances arise.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2023

Structure, governance and management *(continued)*

Related Parties

On 29 January 2014 Beccles Lido Trading Limited (Company Number 08867883) was incorporated as a wholly owned trading company to carry out trading activities, primarily the Lido's café and kiosk sales (and in 2021/22/23 canoe hire), with all profits gifted to the Charity for the sole benefit of the Lido.

On 7 February 2023 Beccles Public Hall Trading Limited (Company Number 14645468) was incorporated as a wholly owned trading company to carry out trading activities, primarily the Hall's bar and merchandise sales, with all profits gifted to the Charity for the sole benefit of the Hall.

On 23 February 2023 Big Dog Services Limited (Company Number 14684563) was incorporated as a wholly owned trading company to carry out trading activities, primarily river-based activities and initially canoe hire, with all profits gifted to the charity for the sole benefit of the Lido.

Independent examiner

Mark Proctor, FCA DChA of Lovewell Blake LLP has been reappointed as Independent Examiner for the ensuing year.

Small company provisions

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

The trustees' annual report (incorporating the directors' report) was approved on 25 October 2023 and signed on behalf of the board of trustees by:

Mr L Johnson (Chair)
Trustee

Beccles Lido Limited

Company Limited by Guarantee

Independent examiner's report to the trustees of Beccles Lido Limited

Year ended 31 January 2023

I report to the charity trustees on my examination of the financial statements of the company for the year ended 31 January 2023 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes.

Responsibilities and basis of report

As the charity's trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's financial statements as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Mark Proctor FCA DChA
Independent Examiner

Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

26 October 2023

Beccles Lido Limited

Company Limited by Guarantee

Statement of financial activities (including income and expenditure account)

Year ended 31 January 2023

			2023		2022
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments					
Donations and legacies	5	7,376	19,472	26,848	162,506
Charitable activities	6	553,744	—	553,744	388,602
Other trading activities	7	98,143	—	98,143	54,132
Investment income	8	37,466	—	37,466	41,305
Other income	9	13,158	—	13,158	43,638
Total income		<u>709,887</u>	<u>19,472</u>	<u>729,359</u>	<u>690,183</u>
Expenditure					
Raising funds					
Costs of other trading activities	10	(50,613)	—	(50,613)	(26,943)
Charitable activities	11	(726,579)	(17,495)	(744,074)	(570,713)
Total expenditure		<u>(777,192)</u>	<u>(17,495)</u>	<u>(794,687)</u>	<u>(597,656)</u>
Net (expenditure)/income before transfer of funds		(67,305)	1,977	(65,328)	92,527
Transfers between funds		39,040	(39,040)	—	—
Net movement in funds		<u>(28,265)</u>	<u>(37,063)</u>	<u>(65,328)</u>	<u>92,527</u>
Reconciliation of funds					
Total funds brought forward		445,904	45,824	491,728	399,201
Total funds carried forward		<u>417,639</u>	<u>8,761</u>	<u>426,400</u>	<u>491,728</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 20 to 34 form part of these financial statements.

Beccles Lido Limited

Company Limited by Guarantee

Balance sheet

31 January 2023

		2023		2022	
	Note	£	£	£	£
Fixed assets					
Tangible fixed assets	16		87,377		110,786
Investments	17		101		101
			<u>87,478</u>		<u>110,887</u>
Current assets					
Stocks	18	4,041		2,965	
Debtors	19	69,670		25,011	
Cash at bank and in hand		308,734		382,579	
		<u>382,445</u>		<u>410,555</u>	
Creditors: Amounts falling due within one year	20	<u>(43,523)</u>		<u>(29,714)</u>	
Net current assets			<u>338,922</u>		<u>380,841</u>
Total assets less current liabilities			<u>426,400</u>		<u>491,728</u>
Funds of the charity					
Restricted funds			8,761		45,824
Unrestricted funds			<u>417,639</u>		<u>445,904</u>
Total charity funds	22		<u>426,400</u>		<u>491,728</u>

For the year ending 31 January 2023 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

The balance sheet
continues on the following page.

The notes on pages 20 to 34 form part of these financial statements.

Beccles Lido Limited

Company Limited by Guarantee

Balance sheet *(continued)*

31 January 2023

These financial statements were approved by the board of trustees and authorised for issue on 25 October 2023, and are signed on behalf of the board by:

Mr L Johnson (Chair)
Trustee

Company registration number: 06805012

The notes on pages 20 to 34 form part of these financial statements.

Beccles Lido Limited

Company Limited by Guarantee

Statement of cash flows

Year ended 31 January 2023

	2023 £	2022 £
Cash flows from operating activities		
Net (expenditure)/income	(65,328)	92,527
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	53,673	50,933
Investment income	(37,116)	(41,007)
Other interest receivable and similar income	(350)	(298)
<i>Changes in:</i>		
Stocks	(1,076)	(450)
Trade and other debtors	(44,659)	7,661
Trade and other creditors	13,809	10,492
Cash generated from operations	(81,047)	119,858
Interest received	350	298
Net cash (used in)/from operating activities	(80,697)	120,156
Cash flows from investing activities		
Investment income	37,116	41,007
Purchase of tangible assets	(30,264)	(57,073)
Purchases of other investments	—	(100)
Net cash from/(used in) investing activities	6,852	(16,166)
Net (decrease)/increase in cash and cash equivalents	(73,845)	103,990
Cash and cash equivalents at beginning of year	382,579	278,589
Cash and cash equivalents at end of year	308,734	382,579

The notes on pages 20 to 34 form part of these financial statements.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements

Year ended 31 January 2023

1. General information

The charity is a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales.

The address of the registered office is 6 Cromwell Close, Beccles, NR34 9XE, Suffolk.

2. Statement of compliance

The charity constitutes a public benefit entity as defined by FRS 102. 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

3. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on the historical cost basis.

(b) Going concern

The financial statements have been prepared on a going concern basis, as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

On 7 February 2023 Beccles Public Hall Trading Limited (Company Number 14645468) was incorporated as a wholly owned trading company to carry out trading activities, primarily the Hall's bar and merchandise sales, with all profits gifted to the Charity for the sole benefit of the Hall.

On 23 February 2023 Big Dog Services Limited (Company Number 14684563) was incorporated as a wholly owned trading company to carry out trading activities, primarily river-based activities and initially canoe hire, with all profits gifted to the charity for the sole benefit of the Lido.

(c) Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future projects or commitments.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2023

3. Accounting policies *(continued)*

(d) Income

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

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

(e) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- Costs of raising funds comprise the costs associated with attracting voluntary income.
- Charitable activities comprise those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the independent examination fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.

(f) Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2023

3. Accounting policies *(continued)*

(g) Depreciation

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

Hall building	-	20% straight line
Lido building	-	20% straight line
Lido pool equipment	-	20% straight line
Other assets	-	20% straight line
Lido kitchen equipment	-	20% straight line
Public Hall equipment	-	20% straight line

(h) Investments

Unlisted investments are initially recorded at cost, and subsequently measured at fair value. If fair value cannot be reliably measured, assets are measured at cost less impairment.

(i) Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

(j) Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided.

(k) Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2023

4. Limited by guarantee

The organisation is a charitable company limited by guarantee and in the event of the company being wound up members are required to contribute an amount not exceeding £10.

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Donations			
Donations and grants - restricted	–	19,472	19,472
Donations and grants - unrestricted	7,302	–	7,302
Membership fees	74	–	74
	<u>7,376</u>	<u>19,472</u>	<u>26,848</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Donations			
Donations and grants - restricted	–	120,287	120,287
Donations and grants - unrestricted	42,145	–	42,145
Membership fees	74	–	74
	<u>42,219</u>	<u>120,287</u>	<u>162,506</u>

The charity received a number grants, including from local councils. Details of the grants received are set out in note 22.

6. Charitable activities

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Swimming income	335,492	335,492	276,969	276,969
Big Dog Ferry income	24,065	24,065	21,336	21,336
Hall hire	25,833	25,833	14,105	14,105
Show income	168,354	168,354	76,192	76,192
	<u>553,744</u>	<u>553,744</u>	<u>388,602</u>	<u>388,602</u>

7. Other trading activities

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Fundraising events and income	42,363	42,363	21,170	21,170
Bar income	44,778	44,778	21,426	21,426
Lottery income	11,002	11,002	11,536	11,536
	<u>98,143</u>	<u>98,143</u>	<u>54,132</u>	<u>54,132</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2023

8. Investment income

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Income from group undertakings	37,116	37,116	41,007	41,007
Bank interest receivable	350	350	298	298
	<u>37,466</u>	<u>37,466</u>	<u>41,305</u>	<u>41,305</u>

9. Other income

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Other income	7,114	7,114	540	540
Coronavirus Job Retention Scheme	—	—	15,124	15,124
Theatre tax relief	4,505	4,505	—	—
Insurance claims	1,539	1,539	27,974	27,974
	<u>13,158</u>	<u>13,158</u>	<u>43,638</u>	<u>43,638</u>

10. Costs of other trading activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Event and fundraising costs	25,345	—	25,345
Lottery expenses	5,709	—	5,709
Bar costs	19,559	—	19,559
	<u>50,613</u>	<u>—</u>	<u>50,613</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Event and fundraising costs	12,464	—	12,464
Lottery expenses	5,853	—	5,853
Bar costs	8,348	278	8,626
	<u>26,665</u>	<u>278</u>	<u>26,943</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements (continued)

Year ended 31 January 2023

11. Expenditure on charitable activities

	Lido	Public Hall	Big Dog Ferry	Total Funds 2023
	£	£	£	£
Staff wages	215,156	95,980	7,422	318,558
Show costs	–	123,834	–	123,834
Services	2,421	–	5,316	7,737
Repairs and maintenance	58,493	4,422	–	62,915
Light, heat and water	69,620	6,998	–	76,618
Printing, postage and telephone	2,308	2,130	111	4,549
Cleaning and waste disposal	5,322	3,200	–	8,522
Insurance	11,414	2,018	853	14,285
Advertising and publicity	5,943	14,404	75	20,422
Bank charges	1,884	1,333	–	3,217
Depreciation	48,564	3,977	1,132	53,673
Equipment	8,556	7,103	–	15,659
Miscellaneous (inc training, uniforms)	1,382	3,000	428	4,810
Big Dog Ferry costs	–	–	3,171	3,171
Governance costs	7,550	18,554	–	26,104
	<u>438,613</u>	<u>286,953</u>	<u>18,508</u>	<u>744,074</u>

	Lido	Public Hall	Big Dog Ferry	Total Funds 2022
	£	£	£	£
Staff wages	182,459	62,116	8,373	252,948
Show costs	–	61,937	–	61,937
Repairs and maintenance	38,480	9,688	–	48,168
Light, heat and water	41,994	3,950	–	45,944
Printing, postage and telephone	1,941	3,258	72	5,271
Cleaning and waste disposal	2,907	1,106	–	4,013
Insurance	8,308	1,695	812	10,815
Advertising and publicity	3,130	21,331	383	24,844
Bank charges	1,276	100	–	1,376
Depreciation	46,444	3,357	1,132	50,933
Equipment	8,454	6,647	–	15,101
Miscellaneous (inc training, uniforms)	8,215	459	4,186	12,860
Big Dog Ferry costs	–	–	1,773	1,773
Governance costs	11,162	23,568	–	34,730
	<u>354,770</u>	<u>199,212</u>	<u>16,731</u>	<u>570,713</u>

Governance costs

	2023	2022
	£	£
Independent examination fee	3,734	5,191
Other accountancy services	1,462	1,320
Professional fees	20,908	28,219
	<u>26,104</u>	<u>34,730</u>

During the year ended 31 January 2023 £17,495 (2022: £136,472) of charitable activities was restricted and £726,579 (2022: £434,241) was unrestricted.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2023

12. Net (expenditure)/income

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

	2023	2022
	£	£
Depreciation of tangible fixed assets	53,673	50,933

13. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2023	2022
	£	£
Wages and salaries	302,401	242,022
Social security costs	12,425	8,553
Employer contributions to pension plans	3,732	2,373
	<u>318,558</u>	<u>252,948</u>

The average head count of employees during the year was 37 (2022: 38).

This includes both full time and part time staff. Of the 37 staff employed by Beccles Lido Limited (BLL) 5 staff were employed to support the trading activities of Beccles Lido Trading Limited (BLT). BLT is a wholly owned subsidiary of BLL and recompensed BLL £20,099 (2022: £15,059) for staff costs which directly related to trading activities carried out by BLT on Beccles Lido's behalf.

The Trustees consider the key management personnel to be the Managing Director, Lido General Manager and Hall General Manager. The total compensation paid to key management personnel for services provided to the charity was £63,712 (2022: three individual but with different roles £107,083).

No employee received employee benefits of more than £60,000 during the year (2022: Nil).

14. Trustee remuneration and expenses

Two trustees received the reimbursement of expenses totalling £106 in 2023 (2022: £Nil). No remuneration from employment with the charity was received by the trustees in the current or previous year.

15. Transfers between funds

Fund transfers represent the purchase of capital items from restricted income where no ongoing restriction exists, to cover the costs of any significant repairs of unavoidable expenditure, and to increase the value of the designated repairs funds.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2023

16. Tangible fixed assets

	Hall Building £	Lido Building £	Lido Equipment £	Other assets £	Public Hall Equipment £	Total £
Cost						
At 1 February 2022	11,908	83,403	195,400	13,725	53,555	357,991
Additions	—	9,747	13,538	—	6,979	30,264
At 31 January 2023	<u>11,908</u>	<u>93,150</u>	<u>208,938</u>	<u>13,725</u>	<u>60,534</u>	<u>388,255</u>
Depreciation						
At 1 February 2022	11,908	66,724	109,286	11,418	47,869	247,205
Charge for the year	—	18,630	29,934	1,132	3,977	53,673
At 31 January 2023	<u>11,908</u>	<u>85,354</u>	<u>139,220</u>	<u>12,550</u>	<u>51,846</u>	<u>300,878</u>
Carrying amount						
At 31 January 2023	<u>—</u>	<u>7,796</u>	<u>69,718</u>	<u>1,175</u>	<u>8,688</u>	<u>87,377</u>
At 31 January 2022	<u>—</u>	<u>16,679</u>	<u>86,114</u>	<u>2,307</u>	<u>5,686</u>	<u>110,786</u>

17. Investments

	Shares in group undertakings £	Other investments £	Total £
Cost or valuation			
At 1 February 2022	1	100	101
Additions	—	—	—
At 31 January 2023	<u>1</u>	<u>100</u>	<u>101</u>
Impairment			
At 1 February 2022 and 31 January 2023	<u>—</u>	<u>—</u>	<u>—</u>
Carrying amount			
At 31 January 2023	<u>1</u>	<u>100</u>	<u>101</u>
At 31 January 2022	<u>1</u>	<u>100</u>	<u>101</u>

All investments shown above are held at valuation.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2023

17. Investments *(continued)*

Investments represents 100% share capital of Beccles Lido Trading Limited, incorporated in England. The results for the company for the year are:

	2023 £	2022 £
Turnover	101,402	58,539
Profit for the year	37,116	47,001
Gifted to the charity	(37,116)	(47,001)
Net assets	<u>1</u>	<u>1</u>

18. Stocks

	2023 £	2022 £
Stock held for resale	<u>4,041</u>	<u>2,965</u>

19. Debtors

	2023 £	2022 £
Trade debtors	6,556	2,226
Amounts owed by group undertakings	57,215	—
Prepayments and accrued income	1,394	22,785
Other debtors	<u>4,505</u>	<u>—</u>
	<u>69,670</u>	<u>25,011</u>

20. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	8,921	2,534
Social security and other taxes	3,231	5,174
Accruals and deferred income	30,620	18,251
Other creditors	<u>751</u>	<u>3,755</u>
	<u>43,523</u>	<u>29,714</u>

	2023 £	2022 £
Deferred income brought forward	10,017	3,427
Released during the year	(10,017)	(3,427)
Deferred during the year	<u>14,461</u>	<u>10,017</u>
Deferred income carried forward	<u>14,461</u>	<u>10,017</u>

Deferred income comprise funds received in advance of 2023 events.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2023

21. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £3,732 (2022: £2,373).

22. Analysis of charitable funds

Unrestricted funds at 31 January 2023

	At 1 Feb 2022	Income	Expenditure	Transfers	At 31 Jan 2023
	£	£	£	£	£
Lido Designated reserves fund	124,979	—	—	(11,764)	113,215
Hall Designated reserves fund	140,000	—	—	(42,500)	97,500
Big Dog Ferry reserves fund	5,000	—	—	(835)	4,165
General funds	175,925	709,887	(777,192)	94,139	202,759
	<u>445,904</u>	<u>709,887</u>	<u>(777,192)</u>	<u>39,040</u>	<u>417,639</u>

Unrestricted funds at 31 January 2022

	At 1 Feb 2021	Income	Expenditure	Transfers	At 31 Jan 2022
	£	£	£	£	£
Lido Designated reserves fund	63,527	—	—	61,452	124,979
Lido Reserves fund	10,000	—	—	(10,000)	—
Lido Emergency repairs fund	10,000	—	—	(10,000)	—
Hall Designated reserves fund	60,000	—	—	80,000	140,000
Big Dog Ferry reserves fund	5,000	—	—	—	5,000
General funds	175,193	569,896	(460,906)	(108,258)	175,925
	<u>323,720</u>	<u>569,896</u>	<u>(460,906)</u>	<u>13,194</u>	<u>445,904</u>

Lido Designated reserves fund - represents the allocation of reserves to cover the planned cost of repairs and equipment replacement together with exceptional costs (such as extraordinary energy price increases) if these cannot otherwise be met by grants or free reserves.

Lido Reserves fund - represents the allocation of reserves to cover the financial effects of a reduction in visitor income due to circumstances beyond the charity's control. This fund was transferred to the Lido Designated reserves fund in the year ended 31 January 2022.

Lido Emergency repairs fund - represents the allocation of reserves to cover the cost of any unexpected maintenance required at the Lido. This fund was transferred to the Lido Designated reserves fund in the year ended 31 January 2022.

Hall Designated reserves fund - represents the allocation of reserves to cover the cost of any significant repairs and replacement of plant and equipment, or any other large and unavoidable or otherwise deemed appropriate expense including wages incurred replacing long standing senior volunteers while additional income is generated to cover these increased operating costs.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2023

Big Dog Ferry reserves fund - represents the allocation of reserves to cover the cost of significant repairs and replacement of plant and equipment, or any other large and unavoidable or otherwise deemed appropriate expenses.

Restricted funds at 31 January 2023

	At 1 Feb 2022 £	Income £	Expenditure £	Transfers £	At 31 Jan 2023 £
Lido:					
Suffolk Community - Harris Family Trust	1,028	—	—	(1,028)	—
SCC Locality Budget (Cllr Brambley-Crawshaw)	2,000	—	—	(2,000)	—
SCC Locality Budget (Cllr Ritchie)	500	—	—	(500)	—
Garfield Weston	6,060	—	(2,500)	—	3,560
SCC Locality Budget (Cllr McGregor)	—	1,732	—	(1,732)	—
Sport England	29,045	—	—	(29,045)	—
Hall:					
Suffolk Community Foundation (3)	4,101	—	(1,370)	(1,250)	1,481
Suffolk Community Foundation (5)	1,490	—	(1,055)	(435)	—
Suffolk Community Foundation (7)	—	8,980	(8,980)	—	—
Suffolk Community Foundation (8)	—	3,720	—	—	3,720
ESC - Restart Grant	400	—	(190)	(210)	—
ESC - Youth Takeover Day	1,200	—	(1,120)	(80)	—
ESC – Holiday Activities Fund	—	2,760	—	(2,760)	—
ESC - YTG trip	—	2,280	(2,280)	—	—
	<u>45,824</u>	<u>19,472</u>	<u>(17,495)</u>	<u>(39,040)</u>	<u>8,761</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2023

Restricted funds at 31 January 2022

	At 1 Feb 2021 £	Income £	Expenditure £	Transfers £	At 31 Jan 2022 £
Lido:					
Essex Community Foundation	800	–	–	(800)	–
Suffolk Community - Harris Family Trust	1,800	–	–	(772)	1,028
Beccles Town Council	500	–	–	(500)	–
SCC Locality Budget (Cllr Brambley-Crawshaw)	2,000	–	–	–	2,000
SCC Locality Budget (Cllr Ritchie)	500	–	–	–	500
Garfield Weston	20,700	–	(11,640)	(3,000)	6,060
SCC Locality Budget (Cllr Elfrede)	–	2,000	–	(2,000)	–
SCC Locality Budget (Cllr Bee)	–	2,000	–	(2,000)	–
Sport England	–	30,245	(1,200)	–	29,045
Community Lottery	–	94	–	(94)	–
Hall:					
Peter Aldous MP	155	–	(155)	–	–
C & A Thomas Memorial Trust (5)	2,942	–	(2,942)	–	–
Beccles Community donations and fundraising (4)	720	–	(720)	–	–
Suffolk Community Foundation (3)	4,101	–	–	–	4,101
Suffolk Community Foundation (5)	–	2,838	(286)	(1,062)	1,490
ESC - Restart Grant	–	400	–	–	400
Tesco Bags of Help	–	1,000	(233)	(767)	–
Suffolk Community Foundation (6)	–	2,500	(2,500)	–	–
ESC - Youth Takeover Day	–	1,200	–	–	1,200
Arts Council England	41,263	78,010	(117,074)	(2,199)	–
	<u>75,481</u>	<u>120,287</u>	<u>(136,750)</u>	<u>(13,194)</u>	<u>45,824</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2023

Beccles Lido

Essex Community Foundation, Suffolk Community - Harris Family Trust, Beccles Town Council, SCC Locality Budget (Cllr Brambley-Crawshaw), SCC Locality Budget (Cllr Ritchie)- Grants for lane ropes

Aiden's Gift Charitable Fund - Donation for springboard

Garfield Weston - Grant for refloating reserves, various expenses and upgrades

SCC Locality Budget (Cllr Bee), SCC Locality Budget (Cllr Elfrede) - Grants towards springboards

Community Lottery, SCC Locality Budget (Cllr Bee), SCC Locality Budget (Cllr Elfrede) - Grants towards boilers

SCC Locality Budget (Cllr McGregor) - Grant towards a giant inflatable

Sport England - Grant to support the Charity post Covid-19

Beccles Public Hall & Theatre

Peter Aldous MP - Grant for dementia sessions

C & A Thomas Memorial Trust (5) - Grants for staff wages

Beccles Community donations and fundraising (4) - Grants towards dementia sessions

Suffolk Community Foundation (3) - Grant for dementia session

Arts Council England - Culture recovery fund grant

Suffolk Community Foundation (5) – JA & Suffolk Giving Fund grant towards dementia sessions

Suffolk Community Foundation (6) - Grant towards Matilda the Musical Jnr

ESC Restart Grant - Grants towards dementia sessions

ESC Youth Takeover Day - Grants towards the youth theatre

Tesco Bags of Help - Grant towards sound equipment

ESC – Holiday Activities Fund - Grant towards Panto tickets

ESC - YTG trip - Grant towards YTG trip, but repurposed (with ESC permission) for Oliver! The Musical

Suffolk Community Foundation (7) & Arts Council – Let's Celebrate Jubilee Fund – Grant towards Jubilee celebrations

Suffolk Community Foundation (8) – Coop Community Cares Fund grant towards dementia session.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2023

23. Analysis of net assets between funds

As at 31 January 2023

	Fixed assets £	Investments £	Net current assets £	Total 2023 £
Restricted Income Funds				
Lido:				
Garfield Weston	—	—	3,560	3,560
Hall:				
Suffolk Community Foundation (3)	—	—	1,481	1,481
Suffolk Community Foundation (8)	—	—	3,720	3,720
	<u>—</u>	<u>—</u>	<u>8,761</u>	<u>8,761</u>
Unrestricted Funds				
Designated Funds	—	—	214,880	214,880
General Funds	87,377	101	115,281	202,759
	<u>87,377</u>	<u>101</u>	<u>330,161</u>	<u>417,639</u>
Total Funds	<u>87,377</u>	<u>101</u>	<u>338,922</u>	<u>426,400</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2023

As at 31 January 2022

	Fixed assets £	Investments £	Net current assets £	Total 2022 £
Restricted Income Funds				
Lido:				
Suffolk Community - Harris Family Trust	—	—	1,028	1,028
SCC Locality Budget (Cllr Brambley-Crawshaw)	—	—	2,000	2,000
SCC Locality Budget (Cllr Ritchie)	—	—	500	500
Garfield Weston	—	—	6,060	6,060
Sport England	—	—	29,045	29,045
Hall:				
Suffolk Community Foundation (3)	—	—	4,101	4,101
Suffolk Community Foundation (5)	—	—	1,490	1,490
ESC - Restart Grant	—	—	400	400
ESC - Youth Takeover Day	—	—	1,200	1,200
	<u>—</u>	<u>—</u>	<u>45,824</u>	<u>45,824</u>
Unrestricted Funds				
Designated Funds	—	—	269,979	269,979
General Funds	110,786	101	65,038	175,925
	<u>110,786</u>	<u>101</u>	<u>335,017</u>	<u>445,904</u>
Total Funds	<u>110,786</u>	<u>101</u>	<u>380,841</u>	<u>491,728</u>

24. Related party transactions

There were no related party transactions in the current year or prior year.

25. Analysis of changes in net debt

	At 1 February 2022 £	Cash flows £	At 31 January 2023 £
Cash at bank and in hand	<u>382,579</u>	<u>(73,845)</u>	<u>308,734</u>

BECCLES LIDO LIMITED

England & Wales - Charity number 1132102

Accounts

COMPANY REGISTRATION NUMBER: 06805012

CHARITY REGISTRATION NUMBER: 1132102

Beccles Lido Limited
Company Limited by Guarantee
Unaudited financial statements
31 January 2022

Beccles Lido Limited

Company Limited by Guarantee

Financial statements

Year ended 31 January 2022

	Page
Trustees' annual report (incorporating the directors' report)	1
Independent examiner's report to the trustees	16
Statement of financial activities (including income and expenditure account)	18
Balance sheet	19
Statement of cash flows	20
Notes to the financial statements	21

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report)

Year ended 31 January 2022

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 January 2022.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and 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 published in October 2019.

Chair's report

The provision of leisure, recreational and arts facilities in Beccles was more welcome than ever as we emerged from the Covid pandemic. Despite continued restrictions on capacity, the Lido had a successful year both in terms of visitor numbers and as an accessible community asset. Big Dog Ferry and the rivercraft partnership with TheCanoeMan delivered record-breaking results as more local people and visitors enjoyed outdoor activities. With support from Arts Council England, the Hall produced a strong and mixed programme of theatre, live music, film, comedy and family shows, including a record breaking, in-house produced Pantomime season. It remained open to its resident community groups and local hirers and successfully launched a Youth Theatre Group. The enduringly popular Beccles Beer Festival returned to the Hall and raised valuable funds.

In a year of challenge and uncertainty, our facilities provided much-needed, Covid-safe recreational opportunities. Our ability to engage with the community during the pandemic helped us to provide what was needed at the time, such as a new Youth Theatre Group at the Hall, timed and pre-booked sessions at the Lido, and year-round swimming. Through increased participation, we have improved community cohesion and reduced isolation at a time when it was needed most.

My thanks go to our supporters and audiences, our funders, and to our team of employees and volunteers who have shown enormous resilience and dedication in keeping our assets operating despite the huge challenges.

Ms Vicky Russ
Chair

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2022

Reference and administrative details

Registered charity name	Beccles Lido Limited
Charity registration number	1132102
Company registration number	06805012
Principal office and registered office	6 Cromwell Close Beccles Suffolk NR34 9XE

The trustees

The trustees who served during the year and at the date of approval were as follows:

Ms Vicky Russ (Chair)
Mrs J Claridge (appointed 25 May 2021)
Mr Shaun Crowley (resigned 1 February 2021)
Mr John Cushing (resigned 30 January 2022)
Mrs Suzanne Gibbons (Secretary)
Mr D Howson (appointed 26 September 2021)
Mrs Maureen Saunders (Vice-Chair)
Mr Eric Wareham (resigned 8 May 2021)

Managing Director Mr Shaun Crowley

Independent examiner Mark Proctor FCA DChA
Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Bankers Barclays Bank Plc
12 Broad Street
Bungay
Suffolk
NR35 1EW

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2022

Objectives and activities

To promote for the benefits of the inhabitants of Beccles and the surrounding area the provision of carefully selected assets, particularly a Lido (open air swimming pool and recreation area), the Public Hall (theatre and community meeting space) and the Big Dog Ferry; in the interests of social welfare, health, fitness, mental well-being, education, culture, artistic and other leisure pursuits of the said inhabitants.

The vision that has shaped our annual activities, since the Charity was set up, has been focused on providing leisure facilities for the people of Beccles and surrounding area. The three main activities at this time are Beccles Lido, Beccles Public Hall & Theatre and Big Dog Ferry, each of which would otherwise have closed.

In shaping our objectives for the year and planning our activities, the Trustees considered the Charity Commission's guidance on public benefit, including the guidance "Public Benefit: running a charity (PB2)". Beccles Lido Limited activities rely on income from Lido users, from events at the Hall and Hall hire, and from customers for the Big Dog Ferry services, to cover operating costs. All three operations remain dependent on fundraising, donations and grants for development of buildings and purchase/replacement of plant and equipment, as well as, from time to time, operating costs. Affordability and access to our facilities is very important to us and is reflected in our pricing policies set out later in this report. Our activities are planned to ensure that no one is excluded and all can enjoy what we offer at the Lido, the Hall and the Ferry.

Within our three assets we endeavour to encourage, through wide advertising, all within our community to participate in our activities to enhance their lives.

The activities employed to achieve the charity's aims and objectives, which are where prudent and practicable being extended, are to:

- keep the Lido open seven days a week between March and October and to also operate a Winter timetable of cold water swimming; and to have the Lido café open during periods when demand justifies;
- run associated events, and liaise with local schools and groups to give access to the Lido;
- promote ourselves, as well as work with promoters, to put on a wide range of events at the Hall, and make the Hall available to local groups and individuals at a reasonable rent;
- make our assets available to groups with specific needs and offer disabled access and facilities where practicable;
- operate Big Dog Ferry on a regular timetable along the river Waveney for groups of people and charters;
- recruit a pool of volunteers to undertake the many varied tasks at all venues and, where this is not possible or inappropriate, appoint qualified, salaried employees where it is economically viable to do so.

The impact of Covid-19 has had a material impact on our ability to meet all of the above objectives in the early months of the reporting period, but Lido, Hall and Big Dog Ferry have been open and operating since the last lockdown at the beginning of 2021 where Government guidelines have allowed. During the period each asset was profitable and remains viable and financially secure, now and into the foreseeable future.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2022

Objectives and activities *(continued)*

At the end of January 2022 the Trustees met to consider and develop the future strategy of the Charity:

- Our Mission: To provide, for the benefit of the local community and visitors, leisure, recreational and cultural facilities and activities.
- Our Values: Inclusive, Respectful, Together, Community Focused.
- Our Vision (our image of success in 5 years time): Widened participation and a healthy, culturally enriched community, while reducing our environmental impact.

We considered how we will organise ourselves for success (governance and management); what our long term objectives are and how we will achieve them; our finances, and organisation and management of those finances, to deliver these objectives.

The Trustees will further develop this strategy during 2022.

Achievements and performance

Beccles Lido

Despite the restrictions imposed due to Covid-19 in the first half of 2021, the reporting period was one of many achievements:

- For the first time since BLL acquired the pool and re-opened as Beccles Lido in 2010, it opened at Easter, as soon as lockdown ended; then, as it was in 2020, the season of heated outdoor swimming was extended until the end of October.
- Apart from the clean up required following the flood at Christmas 2022, all major upgrade projects were put on hold due to Covid uncertainty with one exception - the 3 main boilers were replaced at a cost in excess £28,000 (the fourth boiler remains to run the outdoor heated showers). With just £7,000 secured from grant funding, the balance was paid from Lido reserves. The pool covers, installed in 2010, finally reached end of life and needed to be replaced at a cost in excess £16,000, again met from Lido reserves. An initial batch of new lane ropes were also purchased for evaluation using grants already secured.
- Sadly, due to the uncertainty during lockdown and in accordance with British Triathlon Federation guidelines, the 2021 Triathlon was again cancelled.
- Despite having to still restrict numbers to ensure a Covid-safe facility, managed through the continuation of a booking system, the Lido operated at or close to capacity throughout the season.
- With many indoor swimming pools remaining closed, there was a big increase in demand from swimming and triathlon clubs, and many then continued to hire the pool until September or October.
- The Lido was also able to run Aquacise sessions.
- A new booking system was implemented in July, and whilst this was not without issues, it did provide the flexibility to create a much broader programme of bookable activities.
- With the return of a programme of family swim and fun sessions the Café also re-opened, with a simplified menu and reduced staffing. While this yielded only slim profits, it was a very necessary service to support the swimming activities. The operation of the café is outsourced to Beccles Lido Trading Limited (BLT) which then gift aids its profits to BLL (after deduction of all costs including reimbursement to BLL of all staffing costs.)

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2022

Achievements and performance *(continued)*

- There were over 63,000 swims plus clubs between Easter and October, an all-time record.
- Following a record season in 2020, due to an increase in staycations and interest in outdoor activities, the number of river craft operated in partnership with TheCanoeMan was extended, and there was a 5-fold increase in bookings and revenue. The level of revenue was such that canoes were operated by BLT this season (on a similar basis to the café), and a dedicated member of staff was employed (and their costs reimbursed by BLT) during high season.
- Activities were financially supported by various grants (set out in the notes to these accounts) including significant support from Government/Local Authority Covid-support funding and from Sport England (who awarded £30,245) - and these underwrote a return to full operation and to also carry on into the Winter with cold water swimming.
- We watched the Tokyo Paralympics in August with great excitement as the two swimmers who had trained in the Lido last year during lockdown and again this season - Jordan Catchpole and Jessica Jane-Applegate, won Gold in the 200m freestyle relay. This followed Joe Skipper's win at Ironman UK in July, after he too had trained in the Lido during last year's lockdown, securing him a coveted slot at the World Championship in Kona. We like to think that all benefitted from being able to train in the Lido when others could not.
- Encouraged by its success in 2020, the Lido's Winter season ran from November until March of this year. Following last year's experience, it was decided that maintaining a minimum pool temperature would ensure optimum usage, and sessions ran on Thursday evening until Saturday morning. 15°C seemed to be the optimum temperature to allow inexperienced cold water swimmers to learn to love the cold water, with or without wetsuits, and for more experienced cold water swimmers to train for longer periods - we were delighted that some channel swimmers were able to use the Lido for their verified 2 hour cold water swim certificates. In hindsight pricing was too low and the season yielded a modest loss, but the season was well supported with 2,000 swims to the end of the year. Cold water swimming generally continued to grow in popularity during 2021, and BLL is very happy to have been able to be a part of this phenomenon and provide a safe and supervised environment in which to participate, and the Lido learned a lot that will inform future seasons.
- The Lido's big fundraiser, Beccles Beer Festival, returned and while capacity was restricted to ensure a Covid-safe experience, this was nonetheless a huge success.

The Trustees continue to be proud that the Lido is able to offer paid employment for professionally qualified Lifeguards, an Administration assistant, and kiosk/café/canoe workers, all of whom were school or university students in 2021. The Lido is managed by BLL's General Manager, appointed in January 2021, who has worked for the Lido since it re-opened in 2010, when they were a rookie lifeguard; one full-time Duty Manager appointed in January 2022, again a long standing employee, offering us assured lifeguard cover all year round as we move to 52 week operations; and a Maintenance Manager (supervised by a volunteer operations director and supported by a volunteer) - this is a role which is combined with being lead-Big Dog Ferry skipper when it is operating.

Thanks to the support of many charitable grants and the community, BLL has turned what was once a near derelict site open only 13 weeks each summer into a year-round attraction for the community and visitors alike.

To ensure that it remains so, the 2 main projects for 2022 ahead of the Lido's heated season recommencing at Easter were an extensive refurbishment of reception and the changing cubicles - with new doors, windows, roofs, and the installation of solar panels on the reception roof, in anticipation of continued escalation of the price of electric. The cost is anticipated to exceed £50,000, the bulk of which will have to be met from Lido free cash or reserves.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2022

Achievements and performance *(continued)*

Beccles Lido Financial Review

Due to the extended season and healthy visitor numbers, swim and hire income was significantly up to £276,969 (2020/21: £101,897, 2019/20: £160,655). This was supplemented by a record contribution from Beccles Lido Trading Limited (which runs the café) of £41,007 (2020/21: £5,720, 2019/20: £9,696), although it should be noted that this included £30,488 of canoe income and £12,143 of Covid-19 discretionary support grants. Principal operating expenses were wages of £182,459 (2020/21: £88,641, 2019/20: £84,083), but these were mitigated by £15,124 (2020/21: £27,581) of Government furlough payments; and utilities/chemicals of £41,994 (2020/21: £25,985, 2019/20: £33,676).

The Lido began to be affected by increasing utilities costs in 2021, with the fixed rate for electric renewing 2-fold in November 2021. Lido fixed for one year, believing that the increases would be short lived. Gas rate is fixed until July 2023.

As previously stated, there was no 2020 Beccles Triathlon; the 2020 Beccles Beer Festival, because of restricted visitor numbers due to Covid, yielded a reduced profit of £4,657 (2019: £7,331).

The Lido Lottery continues to be a valuable if fairly static source of income, raising £5,683 (2020/21: £5,660).

Maintenance and enhancement work carried out during 2021/22 was much reduced at £38,480 (2020/21: £299,807) but excludes new fixed assets, which in combination with significant new fixed asset purchases in 2020/21, means that depreciation expense against income was £46,444 (2020/21: £39,031, 2019/20: £25,252).

The Lido continued to benefit from various grant funding and donations, for which we are extremely grateful, totalling £57,096 (2020/21: £200,505; 2019/20: £259,474).

The Lido consequently returned a profit of £45,537 (2020/21: £97,189 loss, 2019/2020: £24,304 loss), on turnover of £414,233 (2020/21: £367,282, 2019/20: £476,279). These profits in combination have led to record unrestricted cash reserves of £167,564 (2020/21: £139,694, 2019/20: £160,044).

Beccles Lido Pricing Policy

Pricing was reviewed and was considered to still offer affordable swimming and at a price that was comparable or cheaper to other swimming pools in the area, so that despite continuing to offer shorter sessions than pre-Covid's policy of "stay as long as you want" the Lido offered good value to the community and visitors.

A membership scheme was introduced mid-season, offering significantly reduced swimming for regular visitors in return for a monthly fee.

Winter swimming entry prices were reduced, but without a membership scheme, and in hindsight need to be higher to justify opening and the associated costs, while remaining affordable and competitive.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2022

Achievements and performance *(continued)*

Beccles Lido Plans for the future

Plans for the future are guided by:

- All year round opening. 2021 has proved that this is viable and that there is a demand for heated swimming from April to October, and cold water swimming from November to March; with warm and cold water events where practicable.
- The number of events and services that are offered could be expanded to exploit the fantastic venue, and also its proximity and access to the river, to create new sources of revenue to supplement swimming and hire income.
- Staffing outside of the traditional summer season is challenging, but a move to 52-week operation means there is greater scope to offer additional permanent positions, even if these may be on a flexible-hours basis.
- The Trustees recognise that the Lido operation is now of a size and complexity that will need increasing numbers of paid senior management.

The Lido will continue to be responsive to the community's needs by offering swimming lessons to the local primary schools when they are ready to return, post-Covid; encouraging the use of the Lido by local swim and triathlon clubs and other water-based groups; and offering regular aquacise classes.

The Trustees continue to review the Lido's governance structure to ensure that it has the resources to fulfil BLL's aspirations and those of the community.

As the Lido looks forward to its thirteenth season, and despite the major upgrades completed in 2020, the Trustees are aware that the Lido needs a continuing programme of maintenance and upgrades. The Lido will continue to make provision for this through its Reserves and a continued programme of fundraising and grant applications, so that this well-run facility remains at the heart of Beccles community for many years to come.

Beccles Lido Covid-19 impact

Being locked down in February and March 2021 allowed various upgrades to be carried out, notably replacement of the boilers. Government backed grants and a grant from Sport England underwrote activities, allowing the Lido to confidently operate without fear that reduced capacity to ensure a Covid-safe facility would unduly impact cashflow. Covid -19 had already led to the Lido implementing new operating procedures in 2020, and this meant that it was easily able to transition from lockdown and gradually back to a new normal mode of running. The booking system and fixed length sessions have polarised opinion, but continued through 2021 and are planned for 2022 to confirm that they better support operations.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2022

Achievements and performance *(continued)*

The Public Hall

Despite the restrictions imposed due to Covid-19 in the first half of 2021, the reporting period was one of many achievements:

- Owing to the lockdown restrictions imposed by the Covid-19 pandemic, Beccles Public Hall was closed until the end of May 2021, but was able to plan for this re-opening and quickly re-established a programme of events for the community.
- The Hall's activities were assisted considerably by various grants (set out in the notes to these accounts), including continued support from the Government's Culture Recovery Fund (CRF, administered by the Arts Council, who awarded a further £70,000) and the Government's Local Restrictions Support Grant funding. All staff returned to work in 2021 in anticipation of re-opening so no further support was received from the Government's furlough scheme.
- In July, following a period of freelance work for the Hall, Ryan Holt joined the BLL as full-time Programming & Marketing Manager; and John Gallagher's hours were increased to full-time; each to recognise the Hall's requirements as we returned to full-time operations.
- Ryan's appointment also allowed the Hall to establish a Youth Theatre Group and to bring production of Youth Theatre shows and the Hall's annual pantomime in-house. The Youth Theatre's first production was Roald Dahl's Matilda The Musical JR, which was hailed a great success. Members of the Group went on to appear in the Hall's pantomime, which had a record season.
- The programme at the Hall was broadened to try new genres, including comedy and drag, to complement our traditional programme; we anticipate this continuing, with refinements, to arrive at a programme that meets the varied interests of our audience and community, while at the same time assuring an overall sustainable operation.
- As we emerged from lockdown, the Hall was quickly able to return to pre-Covid capacity and was encouraged by audiences' willingness to return, albeit in reduced numbers and with last minute booking very much evident, making programming quite challenging.
- Hires were slow to pick up, but the Hall was encouraged that longstanding hirers, including Waveney Light Opera Group/Rising Stars, Paul Sturman, Beccles U3A and various local theatre/dance schools, hired or brought shows to the Hall in 2021.
- Various upgrades and improvements were implemented during lockdown, many funded by CRF grants, notably tech upgrades including a new BOSE PA system and a Behringer X32 - 32 Channel Digital Mixer.
- Long standing employee Jerry Garcia and Trustee John Cushing both resigned in December and left in January, and we thank them both for their many years of dedicated service to the Hall. Handovers have taken place and their duties will, in the short term, be picked up by other BLL and Hall employees/Trustees, including BLL's General Manager, while the medium/long term needs of the Hall are properly established and recruited to, as appropriate.

The Trustees are confident that Beccles Public Hall is better placed than ever to enable the venue to continue to offer a variety of events at the Hall, striking a fair balance between performances by local amateur groups, event hirers (commercial and private) and Hall-curated performances by touring professionals and other artistes.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2022

Achievements and performance *(continued)*

The Public Hall Financial review

Events income was up on last year, though still behind 2019 £85,088 (2020/21: £44,755, 2019/20: £120,300) as were hires £19,481 (2020/21: £5,237, 2019/20: £30,324), with the bar showing a margin of 60% on sales of £21,426 (2020/21: 60%, £832, 2019/20: 59%, £18,906).

Wages increased to £62,116 (2020/21: £30,284, 2019/20: £20,307). The Trustees are conscious that these increases, with an even higher salary bill anticipated in 2022/23, mean that income (from events, hires and fundraising) will need to increase significantly, and that this will take time; the Hall is fortunate in having amassed its highest ever reserves, some of which have been set aside to cover salaries next year through until 2023/24 to allow the time required to generate these additional revenues.

Tight control has been maintained over other costs. Freelancers continue to be utilised where appropriate, and these, together with essential repairs and maintenance as well as essential or highly desirable upgrades/equipment purchase and utilities, represent the major expenses. In large part, these overheads were covered by the Arts Council CRF grant. The Hall remains on long term fixed price agreements for gas and electric, and so has been insulated from the impact of rising energy prices and will remain so until these agreements expire in August 2023 (gas) and February 2024 (electric).

Hall insurance contains a business interruption policy and in common with many other businesses our insurance company, Hiscox, refused to pay out for Covid-19. The Hall registered with the Hiscox Action Group (HAG). Our claim was then dealt with exclusively by Mishcon De Reya, the law firm retained by HAG to pursue the claim on HAG members' behalf. Harbour Litigation Funders paid for the legal fees up front and then took fees from any settlements or successful claims. At the beginning of 2021 an offer of £6,476 (net of anticipated Harbour fees) for period 21 March to 14 August and this appeared as a debtor in 2020/21 income. In fact the final payouts, including for each of the lockdowns, totalled £34,450.

Overall net profit was £34,385 (2020/21: £69,125, 2019/20: £19,706) on turnover of £246,614 (2021/22: £170,314, 2019/20: £166,966). These profits in combination have led to record unrestricted cash reserves of £148,622 (2020/21: £74,185, 2019/20: £41,538).

The Public Hall Pricing policy

Despite some persisting impact of Covid-19, the Hall's over-arching principals remain and it will continue to make every effort to price events reasonably, competitively, and at a level that encourages the widest possible participation in the broad and varied programme that offered. Where possible and practicable the Hall will seek to offer concessionary pricing; Theatre Groups will be similarly priced; and the Hall will also continue to look to grants in order that it can support otherwise disadvantaged groups or individuals.

The Trustees will continue to implement the 'per session' basis for hire fees. Heating costs at the Hall are such that an hourly usage would lead to inefficient use of the Hall. The hire charges continue to be based both on the Trustees desire to promote the use of the Hall at the times when it is particularly under-utilised (daytime Monday-Thursday) - leading to a lower charge for those sessions - and to capitalise on the more popular times such as all day/evenings on Fridays and Saturdays. This policy has proved to be effective in attracting additional hirers for weekday activities whilst also maximising the income from the popular days/times. The standard hire rate applies to community groups and local residents whereas commercial hirers are charged a substantially increased rate. The Hall continued with its policy of offering a discount for registered charities.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2022

Achievements and performance *(continued)*

The Public Hall Plans for the future

The Hall carried out a detailed and comprehensive survey to find out what events the community would like to see at the Hall in the future. The survey also considered the community's wider use of BLL's assets as well as their views of what other leisure activities they would like. This has and will continue to drive BLL's plans for the Hall, as well as driving greater synergies between BLL's assets and informing BLL strategy.

Plans remain in place to undertake further upgrades and improvements to the venue and to the customer experience as time and funds allow. These could include replacing the auditorium fluorescent light fittings with LED lights; installing an addressable fire alarm system to replace the current manual system; installing a video and communications link between the green room/stage and the dressing rooms; replacing the current gas boiler and radiator heating system with a modern 'fresh-air' air conditioning and heating system; installing a motorised opening/closing method for the front stage curtains; a revamped sound system; digital display boards for outside the building; and, in the much longer term, consideration of a system of retractable tiered seating.

The Trustees continue to review the Hall's governance structure to ensure that it has the resources to fulfil BLL's aspirations and those of the community.

As the Hall enters its eleventh year of operation under BLL, the Trustees will continue to make provision for maintaining this iconic building in the heart of Beccles as a well-run facility for the whole Beccles community for many years to come.

The Public Hall Covid-19 impact

The Hall was locked down until May 2021 but benefitted from the Arts Council's CRF funding and local authority Covid-19 support grants to underwrite its maintenance during that time and its reopening at the end of May. As most Hall costs (excluding wages) are associated with staffing or events or bar stock, the impact of lockdown was much reduced.

The significant compensation received for business interruption under the Hall's insurance further underwrote activities and allowed healthy reserves to be built.

Having started the financial year with a strong balance sheet and reserves, the overall consequence of this is that the Hall started 2022 with its strongest ever balance sheet and remain financially resilient for the foreseeable future.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2022

Achievements and performance *(continued)*

The Big Dog Ferry

Having not run the Big Dog Ferry service during Covid-19 as it would have been impossible to socially distance, the Trustees were delighted that its loyal customer base returned when it was able to re-launch at Easter. Key points to note:

- A booking system was introduced and restricted numbers of passengers initially, but the Ferry was quickly able to return to its regular 12 passenger capacity.
- The booking system, despite some initial issues, proved much more efficient than using Facebook and the skippers' mobile phone (each of which were effectively out of action while skippering) and consequently bookings were at an all-time high. Nonetheless, walk-ups and facebook/telephone bookings were still possible, and this proved to be a successful combination.
- While initially the traditional target destination for the Ferry, the Locks Inn at Geldeston, remained closed at the start of the season, the other attractions in Geldeston and the trip itself still attracted significant numbers of passengers, boosted by the number of local users and visitors remaining in the UK rather than holidaying abroad.
- The Locks Inn re-opened at the beginning of August as a community owned pub, and its huge popularity provided another boost to the Ferry service.

Thanks, once again, to valued partner Steve Moody of Windways Marine in Beccles, who continues to look after servicing of the engines, for which the Trustees and skippers are very grateful.

The Big Dog Ferry Financial review

Income for the year from tickets was an all-time high of £21,336 (2021/22: £Nil, 2019/20: £17,214) and income was further inflated by a second Government backed leisure business grant of £8,000 (2020/21: £10,000) to a record £29,336 (2020/21: £10,000, 2019/20: £17,216).

Expenses were principally wages/freelance skipper services £12,167 (2020/21: £69, 2019/20: £12,251) and overall £16,731 (2020/21: £2,779, 2019/20: £17,597).

This meant that Big Dog Ferry not only returned to profit during Covid-19, but a significant profit of £12,605 (2020/21: £7,221, 2019/20: £381 loss) and now has unrestricted cash reserves of £18,831 (2020/21: £5,194, 2019/20: £938 deficit). Big Dog Ferry was originally acquired by the Lido with the hope that it would raise funds for the benefit of the Lido, and accordingly, these free cash reserves remain for the benefit of the Lido or Big Dog Ferry, at the Lido's discretion.

The Big Dog Ferry Pricing policy

While the Trustees remain sensitive to the public's perception of good value for the service provided, they remain of the view that the overall Big Dog experience, on a beautiful stretch of the River Waveney, is a premium visitor experience; and that prices can reflect this in order that the Ferry both runs economically and allows BLL to continue to invest in the operation. 2021 pricing was set accordingly.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2022

Achievements and performance *(continued)*

The Big Dog Ferry Plans for the future

The 2021 service, mirroring that of previous years, continued to affirm the Trustee's view that the current timetable, with request stops where practicable (although this is increasingly compromised due to deterioration of the access at Geldeston), meet the Ferry's users' requirements and demand for the service, while at the same time being practical and economic to run. Having replaced the engine, the Ferry is now well equipped for the foreseeable future. While a bigger boat would better meet peak demand, it could detract from the overall Big Dog experience, and so while this may be reviewed if the right opportunity arises, there are no immediate plans for the boat's replacement. The Trustees and head skipper continue to look into the future possibility of electric as a power source.

The Big Dog Ferry Covid-19 impact

In fact, these were all to the benefit of the service - both the grants received and the realisation that a booking system led to more passengers. While passenger numbers had to be restricted initially to maintain Covid-safe social distancing, the Ferry was quickly able to return to its maximum capacity of 12 and enjoyed its busiest ever season.

Financial review

The overall financial results of the charity as shown on page 18, were total income of £690,183 (2021: £545,376) including £162,506 (2021: £308,771) of grants and donations.

Expenditure amounted to £597,656 (2021: £568,440) including repairs, maintenance and equipment cost of £48,168 (2021: £309,627). Net income amounted to £92,527 (2021: net expenditure £23,064).

Reserves Policy

As at 31 January 2022, BLL had restricted reserves of £45,824 (31 January 2021: £75,481), with £29,045 being a post-Covid re-opening grant to the Lido from Sport England, currently remaining restricted ahead of confirmation from Sport England that it can be released to unrestricted funds.

The open air swimming pool and its infrastructure needs continuous maintenance, upgrade and replacement to ensure that it can fulfil the objectives of the charity. The Lido is also subject to the vagaries of the weather. The Trustees have, since 2011, maintained a Designated Reserve Fund based on its current view of worst case visitors compared with season operating costs (£10,000); however, after 12 years during which we have experienced many extremes of weather, including a flood in 2020 which closed the Lido for a week, we have never needed to access this fund. A further Designated Reserve Fund to cover any unexpected maintenance (£10,000) during the season has similarly never been used, and we have now replaced virtually all plant and yet still have significant funds in a separate Designated Reserve Fund for this purpose. Accordingly, these funds have been released into the main (and now sole) Designated Reserve Fund. At 31 January 2022, this Fund stood at £124,979 (31 January 2021: £63,527) following deductions for 2021/22 (£31,030 for the pool covers and boilers) and reflation to better reflect the anticipated future needs of the Lido (based on increased investment since 2018 and refurbishments planned in 2022). The Lido will aim to reflate by £25,000 p.a. until further notice. The primary purpose of this fund will remain to cover the reasonably anticipated maintenance and replacement of equipment at the Lido, but it is also available to cover any other exceptional costs (such as as extraordinary energy price increases) if these cannot otherwise be met by grants or free cash.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2022

Financial review *(continued)*

In anticipation of various investments required at the Hall, the Trustees also decided in 2020 that it is prudent for the Hall to formalise its own allocation of unrestricted funds and a Designated Reserve Fund now stands at £140,000 (31 January 2021: £60,000). This increase is to cover the anticipated increased wages in 2022/23 and 2023/24 while the Hall adjusts to less volunteers/more paid employees and seeks to generate the required income to cover this expense; and to thereafter be used for significant repairs and replacement of plant and equipment, or any other large and unavoidable or otherwise deemed appropriate expenses.

With Big Dog Ferry funds reflat, the Trustees also took the opportunity in 2020 to create a Designated Reserve Fund for the Ferry, for significant repairs and replacement of plant and equipment, or any other large and unavoidable or otherwise deemed appropriate expenses, and at 31 January 2022 this remains at £5,000 (31 January 2021: £5,000).

The balance of £65,038 (2020/21: £70,546, 2019/20: £98,526) unrestricted free cash reserves (ie. excluding fixed assets and investments), which remain segregated for the benefit of each asset, are available to be spent by each of Lido, Hall and Big Dog Ferry. Not least, the Trustees anticipate various repairs, upgrades and improvements, for which some grant funding has already been secured and further funds will be applied for, but against which BLL has to continue to demonstrate that it can match these grants with funds of its own through its own prudent financial management and accumulation of reserves for this purpose.

No target has been set for these reserves; rather at the moment they need to be as large as possible to set against the still remaining significant expenses anticipated to fully restore and maintain both the Lido and the Hall to the high quality to which the Trustees aspire, as well as for increases in wages as BLL needs to replace long standing volunteers with paid employees, and also in anticipation of increasing energy costs. These reserves also give BLL the resilience to survive unforeseen circumstances; and to be ready to take advantage of any opportunities to expand its asset base, if this furthers its charitable objectives and creates greater financial security.

There are no funds materially in deficit.

Structure, governance and management

Governing document

Beccles Lido Limited (BLL) is a charitable company limited by guarantee, incorporated on 21 January 2009 and registered as a charity on 13 October 2009. The company was established under a Memorandum of Association which set out the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up the trustees are required to contribute an amount not exceeding £10.

On 7 August 2011 the Memorandum of Association was modified to incorporate the wider scope of BLL's objectives to enable it to take over the management of Beccles Public Hall and, should the opportunity arise, other carefully selected assets.

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2022

Structure, governance and management *(continued)*

Appointment of trustees

The Trustees held office throughout the year except as indicated on page 3. They are elected for a period of 3 years after which they can be re-elected. Trustee recruitment is now open by invitation and the Board is conducting a review of its requirements which are expected to result in a restructuring of the Board which may include the appointment of new Trustee(s). The Trustees are also Directors within the meaning of the Companies Act 2006.

Shaun Crowley stepped down in order to take up an appointment as Managing Director of BLL, effective 1 February 2021, a role which he combines with financial control of the charity.

Induction and training of Trustees

All new Trustees are provided with:

- The Memorandum and Articles of Association
- The latest accounts of the charity
- Details of the Charity Commission publication - The Essential Trustee: "What you need to know"

In addition Trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

Organisational Structure

The Board of Trustees administers the charity. The board meet six times a year and sub-groups of Trustees run the three different parts of the organisation.

A management group at each of the Hall and the Lido supports the Trustees, with sub-groups for specific aspects and projects, for example fundraising, events and buildings.

Risk assessment

There are a significant number of operational procedures and risk assessments at the Lido and at the Hall that are reviewed and updated annually and as circumstances arise.

Related Parties

On 29 January 2014 Beccles Lido Trading Limited was incorporated as a wholly owned trading company to carry out certain trading activities with all profits gifted to the charity for the sole benefit of the Lido.

Independent examiner

Mark Proctor, FCA DChA of Lovewell Blake LLP has been reappointed as Independent Examiner for the ensuing year.

Small company provisions

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

Beccles Lido Limited

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2022

The trustees' annual report (incorporating the directors' report) was approved on 26 October 2022 and signed on behalf of the board of trustees by:

Mrs Maureen Saunders (Vice-Chair)
Trustee

Beccles Lido Limited

Company Limited by Guarantee

Independent examiner's report to the trustees of Beccles Lido Limited

Year ended 31 January 2022

I report to the charity trustees on my examination of the financial statements of the company for the year ended 31 January 2022 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes.

Responsibilities and basis of report

As the charity's trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's financial statements as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Beccles Lido Limited

Company Limited by Guarantee

Independent examiner's report to the trustees of Beccles Lido Limited *(continued)*

Year ended 31 January 2022

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Mark Proctor FCA DChA
Independent Examiner

Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

27 October 2022

Beccles Lido Limited

Company Limited by Guarantee

Statement of financial activities (including income and expenditure account)

Year ended 31 January 2022

		Unrestricted funds	2022 Restricted funds	Total funds	2021 Total funds
	Note	£	£	£	£
Income and endowments					
Donations and legacies	5	42,219	120,287	162,506	308,771
Charitable activities	6	388,602	–	388,602	138,968
Other trading activities	7	54,132	–	54,132	25,046
Investment income	8	41,305	–	41,305	6,021
Other income	9	43,638	–	43,638	66,570
Total income		<u>569,896</u>	<u>120,287</u>	<u>690,183</u>	<u>545,376</u>
Expenditure					
Raising funds					
Costs of other trading activities	10	(26,665)	(278)	(26,943)	(12,783)
Charitable activities	11	(434,241)	(136,472)	(570,713)	(555,657)
Total expenditure		<u>(460,906)</u>	<u>(136,750)</u>	<u>(597,656)</u>	<u>(568,440)</u>
Net income/(expenditure) before transfer of funds		108,990	(16,463)	92,527	(23,064)
Transfers between funds		13,194	(13,194)	–	–
Net movement in funds		<u>122,184</u>	<u>(29,657)</u>	<u>92,527</u>	<u>(23,064)</u>
Reconciliation of funds					
Total funds brought forward		323,720	75,481	399,201	422,265
Total funds carried forward		<u>445,904</u>	<u>45,824</u>	<u>491,728</u>	<u>399,201</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 21 to 35 form part of these financial statements.

Beccles Lido Limited

Company Limited by Guarantee

Balance sheet

31 January 2022

	Note	2022 £	£	2021 £	£
Fixed assets					
Tangible fixed assets	16		110,786		104,646
Investments	17		101		1
			<u>110,887</u>		<u>104,647</u>
Current assets					
Stocks	18	2,965		2,515	
Debtors	19	25,011		32,672	
Cash at bank and in hand		382,579		278,589	
		<u>410,555</u>		<u>313,776</u>	
Creditors: Amounts falling due within one year	20	<u>(29,714)</u>		<u>(19,222)</u>	
Net current assets			<u>380,841</u>		<u>294,554</u>
Total assets less current liabilities			<u>491,728</u>		<u>399,201</u>
Funds of the charity					
Restricted funds			45,824		75,481
Unrestricted funds			445,904		323,720
Total charity funds	22		<u>491,728</u>		<u>399,201</u>

For the year ending 31 January 2022 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

These financial statements were approved by the board of trustees and authorised for issue on 26 October 2022, and are signed on behalf of the board by:

Mrs Maureen Saunders (Vice-Chair)
Trustee

Company registration number: 06805012

The notes on pages 21 to 35 form part of these financial statements.

Beccles Lido Limited

Company Limited by Guarantee

Statement of cash flows

Year ended 31 January 2022

	2022 £	2021 £
Cash flows from operating activities		
Net income/(expenditure)	92,527	(23,064)
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	50,933	42,461
Investment income	(41,007)	(5,720)
Other interest receivable and similar income	(298)	(301)
<i>Changes in:</i>		
Stocks	(450)	605
Trade and other debtors	7,661	55,478
Trade and other creditors	10,492	(38,381)
Cash generated from operations	119,858	31,078
Interest received	298	301
Net cash from operating activities	<u>120,156</u>	<u>31,379</u>
Cash flows from investing activities		
Investment income	41,007	5,720
Purchase of tangible assets	(57,073)	(67,398)
Purchases of other investments	(100)	—
Net cash used in investing activities	<u>(16,166)</u>	<u>(61,678)</u>
Net increase/(decrease) in cash and cash equivalents	103,990	(30,299)
Cash and cash equivalents at beginning of year	<u>278,589</u>	<u>308,888</u>
Cash and cash equivalents at end of year	<u>382,579</u>	<u>278,589</u>

The notes on pages 21 to 35 form part of these financial statements.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements

Year ended 31 January 2022

1. General information

The charity is a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales.

The address of the registered office is 6 Cromwell Close, Beccles, NR34 9XE, Suffolk.

Provide the community with a healthy outdoor activity and for the Public Hall, a place where the community can meet and enjoy theatrical and other entertainments.

2. Statement of compliance

The charity constitutes a public benefit entity as defined by FRS 102. 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

3. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on the historical cost basis.

(b) Going concern

The financial statements have been prepared on a going concern basis, as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

The Trustees have considered the impact of Covid-19 in making this assessment.

(c) Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future projects or commitments.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2022

3. Accounting policies *(continued)*

(d) Income

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

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

(e) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- Costs of raising funds comprise the costs associated with attracting voluntary income.
- Charitable activities comprise those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the independent examination fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.

(f) Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2022

3. Accounting policies *(continued)*

(g) Depreciation

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

Hall building	-	20% straight line
Lido building	-	20% straight line
Lido pool equipment	-	20% straight line
Other assets	-	20% straight line
Lido kitchen equipment	-	20% straight line
Public Hall equipment	-	20% straight line

(h) Investments

Unlisted investments are initially recorded at cost, and subsequently measured at fair value. If fair value cannot be reliably measured, assets are measured at cost less impairment.

(i) Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

(j) Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

(k) Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2022

4. Limited by guarantee

The organisation is a charitable company limited by guarantee and in the event of the company being wound up members are required to contribute an amount not exceeding £10.

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Donations			
Donations and grants - restricted	–	120,287	120,287
Donations and grants - unrestricted	42,145	–	42,145
Membership fees	74	–	74
	<u>42,219</u>	<u>120,287</u>	<u>162,506</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Donations			
Donations and grants - restricted	–	223,751	223,751
Donations and grants - unrestricted	84,946	–	84,946
Membership fees	74	–	74
	<u>85,020</u>	<u>223,751</u>	<u>308,771</u>

The charity received a number of grants from the local councils. Details of the grants received are set out in note 22.

6. Charitable activities

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Swimming income	276,969	276,969	101,897	101,897
Big Dog Ferry income	21,336	21,336	–	–
Hall hire	14,105	14,105	5,237	5,237
Show income	76,192	76,192	31,834	31,834
	<u>388,602</u>	<u>388,602</u>	<u>138,968</u>	<u>138,968</u>

7. Other trading activities

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Fundraising events and income	21,170	21,170	7,911	7,911
Bar income	21,426	21,426	6,017	6,017
Lottery income	11,536	11,536	11,118	11,118
	<u>54,132</u>	<u>54,132</u>	<u>25,046</u>	<u>25,046</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2022

8. Investment income

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Income from group undertakings	41,007	41,007	5,720	5,720
Bank interest receivable	298	298	301	301
	<u>41,305</u>	<u>41,305</u>	<u>6,021</u>	<u>6,021</u>

9. Other income

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Other income	540	540	11,914	11,914
Coronavirus Job Retention Scheme	15,124	15,124	41,472	41,472
Insurance claims	27,974	27,974	13,184	13,184
	<u>43,638</u>	<u>43,638</u>	<u>66,570</u>	<u>66,570</u>

10. Costs of other trading activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Event and fundraising costs	12,464	—	12,464
Lottery expenses	5,853	—	5,853
Bar costs	8,348	278	8,626
	<u>26,665</u>	<u>278</u>	<u>26,943</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Event and fundraising costs	4,702	195	4,897
Lottery expenses	5,458	—	5,458
Bar costs	2,428	—	2,428
	<u>12,588</u>	<u>195</u>	<u>12,783</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements (continued)

Year ended 31 January 2022

11. Expenditure on charitable activities

	Lido	Public Hall	Big Dog Ferry	Total Funds
	£	£	£	2022 £
Staff wages	182,459	62,116	8,373	252,948
Show costs	–	61,937	–	61,937
Repairs and maintenance	38,480	9,688	–	48,168
Light, heat and water	41,994	3,950	–	45,944
Printing, postage and telephone	1,941	3,258	72	5,271
Cleaning and waste disposal	2,907	1,106	–	4,013
Insurance	8,308	1,695	812	10,815
Advertising and publicity	3,130	21,331	383	24,844
Bank charges	1,276	100	–	1,376
Depreciation	46,444	3,357	1,132	50,933
Equipment	8,454	6,647	–	15,101
Miscellaneous (inc training, uniforms)	8,215	459	4,186	12,860
Big Dog Ferry costs	–	–	1,773	1,773
Governance costs	11,162	23,568	–	34,730
	<u>354,770</u>	<u>199,212</u>	<u>16,731</u>	<u>570,713</u>

	Lido	Public Hall	Big Dog Ferry	Total Funds
	£	£	£	2021 £
Staff wages	88,641	30,284	69	118,994
Show costs	–	31,153	–	31,153
Repairs and maintenance	299,807	4,925	–	304,732
Light, heat and water	25,985	2,335	–	28,320
Printing, postage and telephone	2,050	1,926	10	3,986
Cleaning and waste disposal	1,569	750	–	2,319
Insurance	7,465	1,818	734	10,017
Advertising and publicity	2,620	5,786	274	8,680
Bank charges	1,081	65	–	1,146
Depreciation	39,031	2,298	1,132	42,461
Equipment	2,518	2,377	–	4,895
Miscellaneous (inc training, uniforms)	(19,641)	356	–	(19,285)
Big Dog Ferry costs	–	–	560	560
Funds transferred to BLL	(2,221)	–	2,221	–
Governance costs	7,013	10,666	–	17,679
	<u>455,918</u>	<u>94,739</u>	<u>5,000</u>	<u>555,657</u>

Governance costs

	2022 £	2021 £
Independent examination fee	5,191	4,194
Other accountancy services	1,320	–
Professional fees	28,219	13,485
	<u>34,730</u>	<u>17,679</u>

During the year ended 31 January 2022 £136,472 (2021: £225,179) of charitable activities was restricted and £434,241 (2021: £330,478) was unrestricted.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2022

12. Net income/(expenditure)

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

	2022	2021
	£	£
Depreciation of tangible fixed assets	<u>50,933</u>	<u>42,461</u>

13. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2022	2021
	£	£
Wages and salaries	242,022	117,261
Social security costs	8,553	1,048
Employer contributions to pension plans	<u>2,373</u>	<u>685</u>
	<u>252,948</u>	<u>118,994</u>

The average head count of employees during the year was 38 (2021: 25).

This includes both full time and part time staff. Of the 38 staff employed by Beccles Lido Limited (BLL) 7 staff were employed to support the trading activities of Beccles Lido Trading Limited (BLT). BLT is a wholly owned subsidiary of BLL and recompensed BLL £15,059 (2021: £53) for staff costs which directly related to trading activities carried out by BLT on Beccles Lido's behalf.

The Trustees consider the key management personnel to be the managing director, Lido manager, site manager and programming and marketing manager. The total compensation paid to key management personnel for services provided to the charity was £107,083 (2021: £7,364).

No employee received employee benefits of more than £60,000 during the year (2021: Nil).

14. Trustee remuneration and expenses

No Trustees received reimbursement of expenses outside the day to day management of the Charity in the current or previous year.

15. Transfers between funds

Fund transfers represent the purchase of capital items from restricted income where no ongoing restriction exists and to increase the value of the designated repairs funds.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2022

16. Tangible fixed assets

	Hall Building £	Lido Building £	Fixtures, fittings and equipment £	Other assets £	Public Hall Equipment £	Total £
Cost						
At 1 February 2021	11,908	83,403	143,622	13,725	48,260	300,918
Additions	—	—	51,778	—	5,295	57,073
At 31 January 2022	<u>11,908</u>	<u>83,403</u>	<u>195,400</u>	<u>13,725</u>	<u>53,555</u>	<u>357,991</u>
Depreciation						
At 1 February 2021	11,908	50,043	79,523	10,286	44,512	196,272
Charge for the year	—	16,681	29,763	1,132	3,357	50,933
At 31 January 2022	<u>11,908</u>	<u>66,724</u>	<u>109,286</u>	<u>11,418</u>	<u>47,869</u>	<u>247,205</u>
Carrying amount						
At 31 January 2022	<u>—</u>	<u>16,679</u>	<u>86,114</u>	<u>2,307</u>	<u>5,686</u>	<u>110,786</u>
At 31 January 2021	—	33,360	64,099	3,439	3,748	104,646

17. Investments

	Shares in group undertakings £	Other investments £	Total £
Cost or valuation			
At 1 February 2021	1	—	1
Additions	—	100	100
At 31 January 2022	<u>1</u>	<u>100</u>	<u>101</u>
Impairment			
At 1 February 2021 and 31 January 2022	<u>—</u>	<u>—</u>	<u>—</u>
Carrying amount			
At 31 January 2022	<u>1</u>	<u>100</u>	<u>101</u>
At 31 January 2021	1	—	1

All investments shown above are held at valuation.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2022

17. Investments *(continued)*

Investments represents 100% share capital of Beccles Lido Trading Limited, incorporated in England. The results for the company for the year are:

	2022 £	2021 £
Turnover	58,539	875
Profit for the year	47,001	5,720
Gifted to the charity	(47,001)	(5,720)
Net assets	<u>1</u>	<u>1</u>

18. Stocks

	2022 £	2021 £
Stock held for resale	<u>2,965</u>	<u>2,515</u>

All stock is held for resale by the Public Hall bar.

19. Debtors

	2022 £	2021 £
Trade debtors	2,226	512
Prepayments and accrued income	<u>22,785</u>	<u>32,160</u>
	<u>25,011</u>	<u>32,672</u>

20. Creditors: Amounts falling due within one year

	2022 £	2021 £
Trade creditors	2,534	5,280
Social security and other taxes	5,174	—
Accruals and deferred income	18,251	13,942
Other creditors	<u>3,755</u>	<u>—</u>
	<u>29,714</u>	<u>19,222</u>

	2022 £	2021 £
Deferred income brought forward	3,427	16,938
Released during the year	(3,427)	(16,938)
Deferred during the year	<u>10,017</u>	<u>3,427</u>
Deferred income carried forward	<u>10,017</u>	<u>3,427</u>

Deferred income comprise funds received in advance of 2022 events.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2022

21. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £2,373 (2021: £685).

22. Analysis of charitable funds

Unrestricted funds at 31 January 2022

	At 1 Feb 2021	Income	Expenditure	Transfers	At 31 Jan 2022
	£	£	£	£	£
Lido Designated reserves fund	63,527	—	—	61,452	124,979
Lido Reserves	10,000	—	—	(10,000)	—
Lido Emergency repairs fund	10,000	—	—	(10,000)	—
Hall Designated reserves fund	60,000	—	—	80,000	140,000
Big Dog Ferry sinking fund	5,000	—	—	—	5,000
General funds	175,193	569,896	(460,906)	(108,258)	175,925
	<u>323,720</u>	<u>569,896</u>	<u>(460,906)</u>	<u>13,194</u>	<u>445,904</u>

Unrestricted funds at 31 January 2021

	At 1 Feb 2020	Income	Expenditure	Transfers	At 31 Jan 2021
	£	£	£	£	£
Lido Repairs fund	82,121	—	(33,594)	15,000	63,527
Lido Reserves	10,000	—	—	—	10,000
Lido Emergency repairs fund	10,000	—	—	—	10,000
Hall repairs fund	—	—	—	60,000	60,000
Big Dog Ferry sinking fund	—	—	—	5,000	5,000
General funds	178,233	321,625	(309,472)	(15,193)	175,193
	<u>280,354</u>	<u>321,625</u>	<u>(343,066)</u>	<u>64,807</u>	<u>323,720</u>

Lido Designated reserves fund - represents the allocation of reserves to cover the planned cost of repairs and equipment replacement together with exceptional costs (such as extraordinary energy price increases) if these cannot otherwise be met by grants or free reserves. It is expected that £27,000 of this fund will be used towards a reception and cubicle refurbishment in 2022/23.

Lido Reserves fund - represents the allocation of reserves to cover the financial effects of a reduction in visitor income due to circumstances beyond the charity's control.

Lido Emergency repairs fund - represents the allocation of reserves to cover the cost of any unexpected maintenance required at the Lido.

Hall Designated reserves fund - represents the allocation of reserves to cover the cost of any significant repairs and replacement of plant and equipment, or any other large and unavoidable or otherwise deemed appropriate expense including wages incurred replacing long standing senior volunteers while additional income is generated to cover these increased operating costs.

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2022

Big Dog Ferry sinking fund - represents the allocation of reserves to cover the cost of significant repairs and replacement of plant and equipment, or any other large and unavoidable or otherwise deemed appropriate expenses.

Restricted funds at 31 January 2022

	At 1 Feb 2021 £	Income £	Expenditure £	Transfers £	At 31 Jan 2022 £
Lido:					
Essex Community Foundation	800	—	—	(800)	—
Suffolk Community - Harris Family Trust	1,800	—	—	(772)	1,028
Beccles Town Council	500	—	—	(500)	—
SCC Locality Budget (Cllr Brambley-Crawshaw)	2,000	—	—	—	2,000
SCC Locality Budget (Cllr Ritchie)	500	—	—	—	500
Garfield Weston	20,700	—	(11,640)	(3,000)	6,060
SCC Locality Budget (Cllr Elfrede)	—	2,000	—	(2,000)	—
SCC Locality Budget (Cllr Bee)	—	2,000	—	(2,000)	—
Sport England	—	30,245	(1,200)	—	29,045
Community Lottery	—	94	—	(94)	—
Hall:					
Peter Aldous MP	155	—	(155)	—	—
C & A Thomas Memorial Trust (5)	2,942	—	(2,942)	—	—
Beccles Community donations and fundraising (4)	720	—	(720)	—	—
Suffolk Community Foundation (3)	4,101	—	—	—	4,101
Suffolk Community Foundation (5)	—	2,838	(286)	(1,062)	1,490
ESC - Restart Grant	—	400	—	—	400
Tesco Bags of Help	—	1,000	(233)	(767)	—
Suffolk Community Foundation (6)	—	2,500	(2,500)	—	—
ESC - Youth Take Over	—	1,200	—	—	1,200
Arts Council England	41,263	78,010	(117,074)	(2,199)	—
	<u>75,481</u>	<u>120,287</u>	<u>(136,750)</u>	<u>(13,194)</u>	<u>45,824</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2022

Restricted funds at 31 January 2021

	At 1 Feb 2020 £	Income £	Expenditure £	Transfers £	At 31 Jan 2021 £
Lido:					
Garfield Weston Anniversary Fund	23,378	—	(23,378)	—	—
Harris Family Fund	2,000	—	(2,000)	—	—
Groundwork - Tesco	3,000	—	(3,000)	—	—
Donation from Apollo Lodge	200	—	(200)	—	—
Beccles Town Council	2,000	—	(2,000)	—	—
Co-op	1,945	—	(1,945)	—	—
East Suffolk Council - Exemplar Fund	10,000	—	(10,000)	—	—
Helping Hands	1,000	—	(1,000)	—	—
Inner Wheel	200	—	(200)	—	—
Sport England	5,000	—	(5,000)	—	—
East Suffolk Council CIL	75,000	—	(75,000)	—	—
Beccles Community donations and fundraising (4)	1,929	320	(2,249)	—	—
Essex Community Foundation	800	—	—	—	800
Suffolk Community - Harris Family Trust	1,800	—	—	—	1,800
Beccles Town Council	500	—	—	—	500
ESC - Cllr Brambley-Crawshaw, Elliott, Topping	—	10,000	(10,000)	—	—
Charitable Foundation	—	100,000	(43,030)	(56,970)	—
Groundwork - Tesco	—	1,000	(1,000)	—	—
SCC Locality Budget (Cllr Brambley-Crawshaw)	—	2,000	—	—	2,000
SCC Locality Budget (Cllr Ritchie)	—	500	—	—	500
Aiden's Gift Charitable Fund	—	3,500	—	(3,500)	—
SCC Locality Budget (Cllr Bee)	—	2,000	—	(2,000)	—
Garfield Weston	—	30,000	(9,300)	—	20,700
Hall:					
Peter Aldous MP	250	—	(95)	—	155
C & A Thomas Memorial Trust (5)	7,561	—	(4,619)	—	2,942
C & A Thomas Memorial Trust (6)	229	—	(229)	—	—
Forget-Me-Nots	198	—	(198)	—	—
Rotary	100	—	(100)	—	—
Beccles Community donations and fundraising (4)	720	—	—	—	720
Suffolk Community Foundation (3)	4,101	—	—	—	4,101
ESC - Enabling Community Budget (Cllr G Elliott)	—	1,500	—	(1,500)	—
Enabling Communities Grant	—	837	—	(837)	—
Arts Council England	—	72,094	(30,831)	—	41,263
	<u>141,911</u>	<u>223,751</u>	<u>(225,374)</u>	<u>(64,807)</u>	<u>75,481</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2022

Beccles Lido

Garfield Weston Anniversary Fund, Harris Family Fund, Groundwork - Tesco, Donation from Apollo Lodge, Beccles Town Council, Co-op, East Suffolk County Council - Exemplar Fund, Helping Hands, Inner Wheel, Sport England, East Suffolk Council CIL, Beccles Community donations and fundraising (4), ESC - Cllr Brambley-Crawshaw, Elliott, Topping, Charitable Foundation - Grants for main pool project

Essex Community Foundation, Suffolk Community - Harris Family Trust, Beccles Town Council, SCC Locality Budget (Cllr Brambley-Crawshaw), SCC Locality Budget (Cllr Ritchie)- Grants for lane ropes

Aiden's Gift Charitable Fund - Donation for springboard

Garfield Weston - Grant for refloating reserves, various expenses and upgrades

SCC Locality Budget (Cllr Bee), SCC Locality Budget (Cllr Elfrede) - Grants towards springboards

Community Lottery, SCC Locality Budget (Cllr Bee), SCC Locality Budget (Cllr Elfrede) - Grants towards boilers

Sport England - Grant to support the Charity post Covid-19

Beccles Public Hall

Peter Aldous MP - Grant for dementia sessions

C & A Thomas Memorial Trust (5) - Grants for staff wages

C & A Thomas Memorial Trust (6) and Forget-Me-Nots - Grants towards basic lighting controls

Rotary and Beccles Community donations and fundraising (4) - Grants towards dementia sessions

Suffolk Community Foundation (3) - Grant for dementia session

ESC - Enabling Community Budget (Cllr G Elliott) - Grant for digital piano

Enabling Communities Grant - Grant for PC

Arts Council England - Culture recovery fund grant

Suffolk Community Foundation (5) - Grant towards dementia sessions

Suffolk Community Foundation (6) - Grant towards Matilda the Musical Jnr

ESC Restart Grant - Grants towards dementia sessions

ESC Youth Takeover - Grants towards the youth theatre

Tesco Bags of Help - Grant towards sound equipment

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2022

23. Analysis of net assets between funds

As at 31 January 2022

	Fixed assets £	Investments £	Net current assets £	Total 2022 £
Restricted Income Funds				
Lido:				
Suffolk Community - Harris Family Trust	—	—	1,028	1,028
SCC Locality Budget (Cllr Brambley-Crawshaw)	—	—	2,000	2,000
SCC Locality Budget (Cllr Ritchie)	—	—	500	500
Garfield Weston	—	—	6,060	6,060
Sport England	—	—	29,045	29,045
Hall:				
Suffolk Community Foundation (3)	—	—	4,101	4,101
Suffolk Community Foundation (5)	—	—	1,490	1,490
ESC - Restart Grant	—	—	400	400
ESC - Youth Take Over	—	—	1,200	1,200
	<u>—</u>	<u>—</u>	<u>45,824</u>	<u>45,824</u>
Unrestricted Funds				
Designated Funds	—	—	269,979	269,979
General Funds	110,786	101	65,038	175,925
	<u>110,786</u>	<u>101</u>	<u>335,017</u>	<u>445,904</u>
Total Funds	<u>110,786</u>	<u>101</u>	<u>380,841</u>	<u>491,728</u>

Beccles Lido Limited

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2022

As at 31 January 2021

	Fixed assets £	Investments £	Net current assets £	Total 2021 £
Restricted Income Funds				
Lido:				
Essex Community Foundation	—	—	800	800
Suffolk Community - Harris Family Trust	—	—	1,800	1,800
Beccles Town Council	—	—	500	500
SCC Locality Budget (Cllr Brambley-Crawshaw)	—	—	2,000	2,000
SCC Locality Budget (Cllr Ritchie)	—	—	500	500
Garfield Weston	—	—	20,700	20,700
Hall:				
Peter Aldous MP	—	—	155	155
C & A Thomas Memorial Fund (5)	—	—	2,942	2,942
Beccles Community donations and fundraising (4)	—	—	720	720
Suffolk Community Foundation (3)	—	—	4,101	4,101
Arts Council England	—	—	41,263	41,263
	—	—	75,481	75,481
Unrestricted Funds				
Designated Funds	—	—	148,527	148,527
General Funds	104,646	1	70,546	175,193
	104,646	1	219,073	323,720
Total Funds	104,646	1	294,554	399,201

24. Related party transactions

There were no related party transactions in the current year.

In the prior year Mr Harvey Crowley, the son of Mr Shaun Crowley, received payments of £900 in relation to painting and decorating works carried out at the Lido.

25. Analysis of changes in net debt

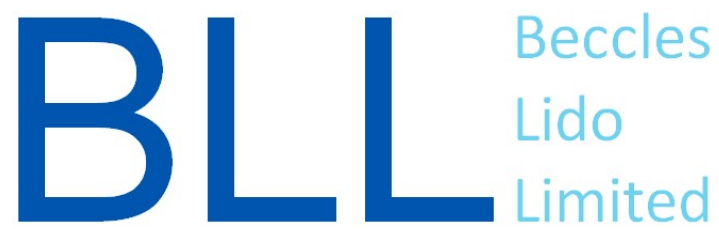
	At 1 February 2021 £	Cash flows £	At 31 January 2022 £
Cash at bank and in hand	278,589	103,990	382,579

BECCLES LIDO LIMITED

England & Wales - Charity number 1132102

Accounts

COMPANY REGISTRATION NUMBER: 06805012
CHARITY REGISTRATION NUMBER: 1132102



Company Limited by Guarantee

Unaudited financial statements

31 January 2021

	Page
Trustees' annual report (incorporating the directors' report)	1
Independent examiner's report to the trustees	18
Statement of financial activities (including income and expenditure account)	19
Balance sheet	20
Statement of cash flows	21
Notes to the financial statements	22

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report)

Year ended 31 January 2021

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 January 2021.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Companies Act 2006 and 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 published in October 2019.

Chair's report

Beccles Lido

The Lido completed its much needed major refurbishment and upgrade of the main pool in Spring, and it was a huge blow to us that we had been placed into national lockdown due to the Covid-19 pandemic and were unable to open as planned in May.

However, because the Lido site is predominantly outdoors, we were able to complete the project despite being in lockdown and we were able to open on the 20 July once we had made the site Covid-safe for the public and our staff. This involved a new booking system and a no cash/bookings only policy to control numbers and track and trace those visitors; a move initially to lane swimming only (although family swims and our toddler and splash pools were quickly opened as well), a one way system, temperature checks on arrival, minimised use of the changing cubicles, with swimmers arriving and often leaving in their swim-wear, and reduced showers and single-use toilets; all alongside an extensive cleaning and sanitising regime.

We were delighted that the public returned in great numbers and felt safe, and we were fully booked for much of the season, with swims in great demand by casual swimmers and clubs alike.

We continued with this regime and even extended our season until 4 October, when we turned our boilers off and for the first time offered cold water swimming, with the intention that these unheated sessions run through until Spring 2021. Volunteers manned our café offering hot drinks after cold swims and again, these sessions were met with great enthusiasm by a new group of swimmers, but also by many of our summer swimmers, all of whom embraced what has become a national trend for open water/cold water swimming. Further lockdowns in November and then from January interrupted these plans, as did a serious flood at Christmas (since remediated and paid for by our Insurance).

Having had to delay taking staff on during the first lockdown, our regular Lifeguards returned in July, together with an administration/bookings manager. We were able to furlough them in November and from January which, together with other Government-backed grant schemes, meant that our loyal staff and our income were insulated from some of the impact of the pandemic.

We continued to receive further financial support from the community and various organisations and local councillors, for which we are very grateful, particularly as each of our main fundraisers had to be cancelled.

At the time of writing we have emerged from the latest lockdown, and despite still having to operate under our strict Covid-safe guidelines, and with significantly reduced numbers of swimmers in the pool, we are nonetheless fully booked and open for what is set to be our longest ever Spring/Summer season and, we hope, 52 weeks year round operation.

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2021

The Public Hall

What a year it was due to Covid-19! Open for just 6 weeks before being shut for long periods due to the national lockdowns and guidelines which meant that, when it was able to open, it was with such reduced numbers that many events had to be cancelled, postponed, or organised very differently with much reduced audience capacity.

Staff were furloughed when appropriate, and the Hall was able to secure Government-backed grants during lockdowns which meant that it was insulated financially, even if this meant a net reduction in income. However, we were able to secure a significant grant from the Government-backed Culture Recovery Fund (CRF), administered by the Arts Council, and this both compensated us for income losses (actual and forecast), as well as providing the funds to run socially distanced events when guidelines allowed, and online events during lockdowns. This included a scaled-back Christmas show to replace the pantomime, which was hugely successful and well attended, as were all of the other events that we were able to run.

As I write this report the Hall has just been awarded a second CRF 'restart' grant to fund operations and costs of operation, including events when permitted, until June; and our experiences and visitor feedback in September, October and December last year suggests that our traditional audiences can't wait to return to the theatre. We look forward to again being Here For Culture in 2021 as the country, we hope, returns to some sort of new normality.

The Big Dog Ferry

Due to the Covid-19 lockdowns and the guidelines, particularly social distancing, it was not viable to operate Big Dog Ferry in 2020, but we were compensated by being able to access a Government-backed grant during the first Lockdown, after we had incurred all of our usual pre-Easter re-opening expenses. We hope to run the Ferry in 2021, subject to being able to comply with any Covid-guidelines in force.

Closing comments

We continue to look for further engagement with the community and we are conducting a survey to better understand who in the community uses our assets, and which ones, and for which activities/events, to determine how we can build a stronger future for BLL and each of its assets. The survey will also consider the community's views of what other leisure activities they would like. We hope that this will drive greater synergies between our assets, and also inform future BLL strategy to best serve the community.

It is with some sadness that I have to report that Terry Dentith had to retire in 2020 due to ill health, and I would like to personally thank him for all that he did for the Hall and for BLL during his time as Trustee. I am also delighted to report that we have appointed a new Trustee, Vicky Russ, who has extensive leisure and charity sector experience, and who worked with us while at Waveney District Council (now East Suffolk Council) when we acquired the Lido in 2010. We are continuing to examine our governance structure to ensure that we have the resources to fulfil our aspirations and those of the community, and Vicky is an invaluable addition to the Board as we do so.

In conclusion, I am happy to be able to report that each of our assets is in robust financial shape and forecast to remain so, and we are well set and Here For Beccles as we begin to emerge from the latest Covid lockdown. We are confident that we can again navigate whatever we can reasonably expect from the continuing pandemic, and meet the leisure requirements of the community and visitors to our beautiful part of the Waveney Valley.

Maureen J. Saunders
Chair

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2021

Reference and administrative details

Registered charity name	Beccles Lido Limited
Charity registration number	1132102
Company registration number	06805012
Principal office and registered office	6 Cromwell Close Beccles Suffolk NR34 9XE

The trustees

The trustees who served during the year and at the date of approval were as follows:

Mrs Maureen Saunders (Chair)
Mr Shaun Crowley
Mr John Cushing
Mr Terence Dentith (resigned 27 May 2020)
Mrs Suzanne Gibbons
Ms Vicky Russ (appointed 30 June 2020)
Mr Eric Wareham

Independent examiner	Mark Proctor FCA DChA Lovewell Blake LLP Chartered accountants Bankside 300 Peachman Way Broadland Business Park Norwich NR7 0LB
-----------------------------	---

Bankers	Barclays Bank Plc 12 Broad Street Bungay Suffolk NR35 1EW
----------------	---

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2021

Objectives and activities

The purposes of the charity are:

To promote for the benefits of the inhabitants of Beccles and the surrounding area the provision of carefully selected assets, particularly a Lido (open air swimming pool and recreation area) the Public Hall (theatre and community meeting space) and the Big Dog Ferry; in the interests of social welfare, health, fitness, mental well-being, education, culture, artistic and other leisure pursuits of the said inhabitants.

The vision that shapes our annual activities is focused on providing leisure facilities for the people of Beccles and surrounding area. The three main activities at this time are Beccles Lido, Beccles Public Hall & Theatre and Big Dog Ferry, each of which would otherwise have closed.

In shaping our objectives for the year and planning our activities, the Directors have considered the Charity Commission's guidance on public benefit, including the guidance "Public Benefit: running a charity (PB2)". Beccles Lido Limited activities rely on income from Lido users, from events at the Hall and Hall hire, and from customers for the Big Dog Ferry services, to cover operating costs. All three operations are dependent on fundraising, donations and grants for development of buildings and purchase/replacement of plant and equipment, as well as, from time to time, operating costs. Affordability and access to our facilities is very important to us and is reflected in our pricing policies set out in detail later in this report. Our activities are planned to ensure that no one is excluded and all can enjoy what we offer at the Lido, the Hall and the Ferry.

Within our three assets we endeavour to encourage, through wide advertising, all within our community to participate in our activities to enhance their lives.

The activities employed to achieve the charity's aims and objectives, which are where prudent and practicable being extended, are to:

- keep the Lido open seven days a week between March and October and to also operate a Winter timetable of cold water swimming; and to have the Lido café open during periods when demand justifies;
- run associated events, and liaise with local schools and groups to give access to the Lido;
- promote ourselves, as well as work with promoters, to put on a wide range of events at the Hall, and make the Hall available to local groups and individuals at a reasonable rent;
- make the Hall available to groups with specific needs and offer disabled access and facilities where practicable;
- operate Big Dog Ferry on a regular timetable along the river Waveney for groups of people and charters;
- recruit a pool of volunteers to undertake the many varied tasks at all venues and, where this is not possible or inappropriate, appoint qualified, salaried employees where it is economically viable to do so.

The impact of Covid-19 has had a material impact on our ability to meet all of the above objectives throughout the reporting period, but both Lido and Hall have been open and operating outside of lockdowns where Government guidelines have allowed. It was not practicable to operate Big Dog Ferry within the guidelines. Nonetheless, each asset remains viable and financially secure, now and into the foreseeable future.

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2021

Achievements and performance

Beccles Lido

Despite the restrictions imposed due to Covid-19, the reporting period was one of many achievements.

Most significant was the completion of the project to ensure the future of the Lido and its site, the final phase of which commenced at the end of 2019 and finished in May 2020, following other improvements made in recent years (resurfacing of the car park, plant room upgrades, relining of the toddler pools). This phase, costing in excess £500,000, included relining the pool, replacing the inlet and outlet pipes back to the plant room, replacing the main suction drains, installing a new skimmer system, new poolside surround and railings, new pool ladders and grab rails, and installation of underwater lighting. Various improvements were also made in the plant room, including a new heat exchanger and UV water treatment system, and various additional automation.

The Directors are grateful to the charities and organisations that supported this project, including Garfield Weston Anniversary Fund (£150,000), Sport England (£100,000), a local charitable foundation (£100,000), East Suffolk Council CIL fund (£75,000), together with significant community fundraising and numerous other smaller grants. Nonetheless, an additional £94,000 had to be paid from Lido reserves.

With the pool ready to open in June, we were able to offer training facilities to two local elite athletes despite being in lockdown - para swimmer, and Tokyo Olympic and Commonwealth Games hopeful, Jordan Catchpole; and Professional Ironman triathlete Joe Skipper. They were among the only athletes in their categories to be able to train during lockdown and we are proud to have been able to support them; we wish them well when they are able to return to competition.

The Lido opened to the public on 20 July when the first Lockdown ended, but it was a very different operation and a video was produced to educate visitors on the new Covid-safe procedures, which was very well received. Because of the improvements carried out and new procedures, including robust cleaning and a new hourly booking system - more than 26,000 visitors confidently used the pool (22,500 casual swimmers and 3,900 club swimmers). Particularly popular were the night swims, made possible by the new underwater lighting system, and a spectacular firework display lit the pool on 4 November before we were locked down again on 5 November. Although the numbers using the pool totalled just half the number we had in 2019, we are proud that so many people appreciated the systems in place, and the improvements made to the site, and were able to continue to enjoy their healthy exercise at Beccles Lido in a Covid-safe environment; and that we were able to operate profitably despite the challenges.

The refurbishments carried out herald a new era for Beccles Lido, enabling it to stay open all year round instead of just a 15 week Summer season for the first time in its history; and when an extended Summer season ended on 4 October, the boilers were turned off and more than 300 people a week enjoyed cold water swimming - many for the first time. The Lido was able to open briefly from 2 December and the pool was fully booked through Christmas and New Year. An inaugural Chill Swim Gala in December raised a modest amount, but proved the viability of such events and will form the blueprint for larger cold water events when guidelines permit. Cold water swimming has been growing in popularity in recent years and saw an exponential increase nationwide in 2020 during lockdowns. We have unlocked a new audience, as well as introducing many of our regular summer swimmers to the health and well-being benefits, and expect to now schedule a cold water swimming timetable and events from November to March annually.

Unfortunately, an ingress of water due to unprecedented local flooding at Christmas (the worst for 30 years) meant the cold water sessions could not continue, and following remediation the Lido was then again closed in January due to the third Lockdown. Our insurance policy covered more than £6,000 losses and remediation costs due to the flood; and we were very grateful to the many swimmers who donated their cancelled swim fees to the Lido and we have allocated these funds to replacement of our ageing lane ropes.

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2021

Achievements and performance *(continued)*

The new Covid-guidelines and closure of many other local pools meant a very different season. Shorter sessions, bookings only and predominantly lane swimming (although family fun sessions were also held in the main pool, as well as toddler and splash pool sessions, and all were popular). It also meant that many more clubs booked to use the pool in the evening, including Team Waveney Swimming Club (formerly Kingfishers) and Beccles Triathlon Club. This was a valuable source of additional revenue and it is hoped that many of these new users will return in 2021.

Sadly, due to the Covid restrictions, the Beccles Triathlon (June) and Beccles Beer Festival (November) each had to be cancelled, leading to a significant loss of fundraising income, although we were incredibly grateful to the many Triathlon competitors who donated their entry fees to the Lido and we have allocated these funds to replacement of our lane ropes. The Triathlon will not return until 2022, again because of the Covid restrictions expected to remain in place in June 2021, but it is hoped that the Beer Festival will take place in November 2021, guidelines permitting.

Another unexpected consequence of more people being at home during the summer was that there was unprecedented demand for canoes, which we hire in collaboration with TheCanoeMan, leading to best ever annual income in excess £6,000. We expect to conclude an extended agreement for 2021, which will also provide kayak and paddleboard hire.

Due to Covid restrictions, the café, selling good quality, generally locally sourced hot and cold food, could not open - although for cold water swimming, hot drinks (coffee, tea, hot chocolate) was available, with the kitchen staffed mainly with volunteers. The operation of the café is outsourced to Beccles Lido Trading Limited (BLT) which then gift aids its profits to BLL (after deduction of all costs including reimbursement to BLL of all staffing costs.)

Despite the restricted season, we are proud that we could offer paid employment for professionally qualified Lifeguards (17) and an Administration assistant (but no Kiosk workers in 2020), all of whom were school or university students. A full-time manager, Matt Day, was appointed in January. Matt has worked for us since we re-opened in 2010, as a lifeguard then manager, and more recently on a consultancy basis. His invaluable skills will be shared in his role as General Manager for BLL with all of BLL's assets. We also employ a Maintenance Manager, Carl Murray, for maintenance and repairs, and this is a role which he combines with being lead-Big Dog Ferry skipper when it is operating.

Thanks to the support of many charities and the community, the directors of Beccles Lido Limited have turned what was once a near derelict site open only 13 weeks each summer into a year-round attraction for the community and visitors alike. BLL is proud to be able to build upon the most successful 11 years in the pool's history and is confidently looking to the future.

In conclusion, our thoughts now turn to the future, and a long tail of smaller projects that are needed, some more urgent than others and in aggregate forecast to cost in excess £100,000. Most urgent is the £30,000 replacement of our boilers, installed in 2010 as part of our rescue of the Lido, which we need to complete before re-opening in 2021. Initial grants totalling £34,000 have already been secured.

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2021

Achievements and performance *(continued)*

Beccles Lido Financial Review

Not surprisingly, swim and hire income was significantly down to £101,897 (2019/20: £160,655). This was supplemented again, but by a smaller contribution, from the Lido café, run by Beccles Lido Trading Limited, of £5,720 (2019/20: £9,696), due almost entirely thanks to Covid-19 discretionary support grants. Our principal operating expenses are wages £88,641 (2019/20: £84,083), but these were mitigated by £27,581 of Government furlough payments; and utilities/chemicals £25,985 (2019/20: £33,676).

In each of the last 3 years we have reported anomalous gas meter readings to British Gas and accrued £30,000 (£10,000 p.a. based on historic bills) towards the cost of gas. Following the gas meter finally being fixed we received a bill in excess of £40,000 which appeared to us to be incorrect and following many weeks of failing to reach agreement on the correct value we referred the case to the Ombudsman with the result being that we agreed a reduced bill of £5,648 for 12 months usage (the other 24 months being written off), with the balance of £24,352 (plus a £150 goodwill payment also received) taken to this year's accounts credited against extraordinary miscellaneous expenditure.

As previously stated, there was no 2020 Beccles Triathlon or Beccles Beer Festival. Director Shaun Crowley took on a 2.6 Challenge (a nationwide challenge to replace the London marathon, itself cancelled due to Covid), and ran 262 laps of the lido (17 miles), raising £2,391.

The Lido Lottery continues to be a valuable if fairly static source of income, raising £5,660 (2019/20: £5,286).

Various other fundraising events and sponsored challenges were held throughout the year and special thanks as always to the volunteers and supporters who help run all of these events and challenges. Notable among these was Jordan Catchpole's cycle-trainer marathon, which raised in excess £2,000 towards the new lane ropes that we plan to purchase; and Aiden's Gift, a local charity set up in memory of Aiden Lowe, which donated £3,500 towards the cost of the new springboard.

Big Dog Ferry generated a surplus of £2,221 and this was transferred to the Lido.

Maintenance and enhancement work carried out during 2020/21 remained, as described in this report, significant compared with historic costs (£299,807) (2019/20: £286,096) and excludes new fixed assets, where costs before depreciation were an additional £56,970 (which was defrayed against community funds raised for these works). Of these costs £240,462 was defrayed against community funds raised for the works (of which £128,751 was brought forward from 2019/20), leaving £33,594 of works funded from Lido repairs fund and £82,721 from reserves.

Lido insurance contains a business interruption policy and in common with many other businesses our insurance company refused to pay out for Covid-19. The wording of the policy was such that we were unable to challenge this.

The Lido consequently returned a deficit of £97,189 (2019/2020: £24,306 deficit), on total income of £365,062 (2019/20: £476,280). However, this should be considered in the context of the very considerable funds raised and carried forward from 2019/20 and the further funds raised in 2020 for the major refurbishment project, and the costs incurred in completing that project. This means that there was an operating profit of £40,520 excluding maintenance and enhancement costs.

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2021

Achievements and performance *(continued)*

Beccles Lido Pricing Policy

Covid-guidelines meant significantly reduced numbers of swimmers in the pool and on-site and 1 hour swims instead of staying all day. Like all lidos around the country (or at least the few that were able to open, many of whom we know and were able to liaise with) we faced the dilemma of reduced income whatever we did, and also potentially reduced satisfaction/perceived value from our visitors; but many of our costs were going to be the same. We decided after long consideration and perhaps counter-intuitively to reduce our entry prices. We are first and foremost a community facility and we wanted our swimmers to be able to swim, affordably and as often as possible; and despite considerable anticipated demand, we didn't want to appear to be cashing in; and we wanted to be busy!

It worked - we were fully booked all season and almost without exception we were commended for being too cheap! But income more than covered our operating costs.

Sadly, and in line with most other facilities, we decided that we couldn't offer season tickets - our traditional season ticket pricing breaks even for swimmers at less than 2 swims per week, despite many season ticket holders swimming daily. We decided that the combination of reduced revenue and sessions being either predominantly season ticket holders, or conversely season ticket holders not being able to book a session because of demand, would lead to dissatisfaction and would not be financially viable. Feedback suggests that the vast majority of our regular swimmers understood and most continued to swim regularly.

We did maintain our policy of peak and off-peak pricing. We introduced premium pricing for our new after dark swims, and reduced family pricing for our toddler and splash pools. We didn't offer concessionary pricing (or free swimming for under 5s) as our cheapest sessions remained cheaper than 2020 and, we believed, great value.

We compared our pricing structure with other similar facilities and felt that we continue to be competitive and offer good value for money.

2021 pricing will require careful consideration based on any Covid-guidelines that remain when we re-open. But the success of our booking system, and much better regulated lane swimming sessions, means that the sessions that we offer, their duration and pricing, will unlikely return to pre-Covid timetable or pricing; and there will be a wide ranging review of our timetable and pricing when we are able to operate without restriction.

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2021

Achievements and performance *(continued)*

Beccles Lido Plans for the future

While the Covid pandemic persists it is hard to plan for the future with any certainty. However, there are some basic principals that will guide us:

- We want to be open all year round, and 2020 has proved that this is viable and that there is a demand. We expect to offer heated swimming from April to October, and cold water swimming from November to March; with warm and cold water events.
- We need to expand the number of events and services that we offer to exploit the fantastic venue that we have, and also its proximity and access to the river, to create new sources of revenue to supplement swimming and hire income.
- Staffing outside of our traditional season is challenging, but a move to 52-week operation means that we will have greater scope to offer some permanent positions, even if these may be on a flexible-hours basis.
- We recognise that the Lido operation is now of a size and complexity that will need increasing numbers of paid senior management.

We will continue to be responsive to the community's needs by offering swimming lessons to the local primary schools, encouraging the use of the Lido by local swim and triathlon clubs, and offering regular aquacise classes. We hope that our programme of water safety classes (Rookies) will continue for youngsters interested in lifeguarding. Sadly, due to Covid, some of these (school lessons, Rookies) did not take place in 2020 and may remain on hold until guidelines allow and demand returns.

We continue to look for further engagement with the community and plan a survey to determine how we can build a stronger future for the Lido. The survey will also consider the community's wider use of our assets as well as their views of what other leisure activities they would like. We hope that this will drive greater synergies between our assets and also inform future BLL strategy.

We are also examining our governance structure to ensure that we have the resources to fulfil our aspirations and those of the community.

As the Lido looks forward to its twelfth season, and despite the major upgrades completed in 2020, the Directors are aware that some other equipment and fixed assets may need to be replaced in the near future, with the boilers being most urgent. We will continue to make provision for this through our Reserves and a continued programme of fundraising and grant applications, so that this well-run facility remains at the heart of Beccles community for many years to come.

Beccles Lido Covid-19 impact

The main pool refurbishment project was able to continue through the first lockdown and was completed on schedule, and significant additional grant funding was secured towards the costs. However, the Lido was unable to open until 20 July. The financial impact of this was mitigated by not needing to employ lifeguards or other staff until we re-opened, and we also qualified for a Government funded hospitality business grant. When we opened, the Lido had to comply with Covid-19 guidelines and we were encouraged by feedback from our swimmers that they felt safe. Much reduced visitor numbers to comply with those guidelines meant reduced income, but we were also able to reduce our running costs accordingly. As anticipated, we extended our season and were open until Xmas 2020; during this period we were locked down again in November, at which point we were able to place all of our staff onto the Government's furlough scheme, and also received additional Government-backed Local Restrictions Support Grant scheme funding and a follow up grant from Garfield Weston to further support us through the pandemic.

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2021

Achievements and performance *(continued)*

Beccles Lido Covid-19 impact *(continued)*

Lido insurance contains a business interruption policy and in common with many other businesses our insurance company refused to pay out for Covid-19. The wording of the policy was such that we were unable to challenge this.

The overall consequence of this is that we remained financially resilient in 2020/21 and even posted an operating profit, with free cash reserves remaining flat at £56,167 (2019/20: £57,925). We have prepared cash flow forecasts that show we will remain so in 2021/22 even if we have to continue to operate under the current Covid-guidelines and reduced attendance.

The Public Hall

Owing to the restrictions imposed by the Covid-19 pandemic, Beccles Public Hall was closed for much of the 2020 financial year. The Hall closed its doors on Tuesday 17 March 2020 and did not reopen until Tuesday 1 September. After a brief period of reduced-capacity and socially distanced events, the doors closed again on Thursday 5 November until Thursday 3 December. A further brief period of reduced-capacity and socially distanced events was possible during the run up to Christmas before the Hall had to again close on Saturday 26 December. At the time of this report, the Hall has remained closed since that date and is not due to reopen again until Monday 17 May 2021 at the earliest - again with reduced capacity and socially distanced restrictions in place.

During the brief periods that the Hall was open, virtually all events and activities were promoted and sponsored by the venue itself. To ensure the safety of our customers, staff and volunteers, we introduced full Covid-safe procedures including a comprehensive Covid-19 risk assessment, box office hygiene screen, hand sanitiser stations, an enhanced cleaning regime, social distancing measures, reduced occupancy, and separate group bookings in a cabaret-style setting for social-distancing within the auditorium. We encouraged advance booking so that we could set up seating according to the bookings received for each separate performance and also provided a table service for drinks, sweets and snacks with contactless payment available.

During the periods of lockdown the Hall had to cancel, postpone or otherwise re-arrange many of the scheduled events. Tickets already sold had to be refunded, although we are most grateful to those many customers who either refunded part or all of the cost of their tickets to the Hall as a donation, or accepted a credit against future bookings. We are most grateful to the staff involved in this complex process.

Unfortunately, practically all of the 50 or more different organisations and individuals that normally hire the Hall for a variety of public and private events had to cancel their bookings, so even during the periods that the Hall was open, occupancy was at a lower level than in previous years. This has also had a dramatic effect on the income and profits normally available from the operation of the bar.

However, despite the restrictions and the limited time the Hall has been open, we have managed to survive the year in good financial shape - assisted considerably by grants and support from the government's Culture Recovery Fund (CRF, administered by the Arts Council, who awarded £80,104 of which £72,094 was received in 2020/21), the Government's Local Restrictions Support Grant and the Government's furlough scheme (although the latter has been used for only part of the periods of closure). Full employment of the part-time staff has been maintained with no redundancies (although one member of staff resigned at the end of October and has not been replaced to date). Staff resources have been supplemented by the use of two part-time freelance consultants, paid for from the CRF grant.

During the time that the Hall has been closed, we have taken the opportunity to undertake a number of upgrades and improvements to the venue and to enhance the customer experience, and various areas have been painted and re-decorated.

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2021

Achievements and performance *(continued)*

The Public Hall *(continued)*

We have also been able to fund a range of IT and equipment upgrades and improvements. We installed a new 48-port internet switch to improve internet access, new equipment to upgrade and extend the Wi-Fi coverage to all parts of the building, and replaced the lighting controller and PC in the tech room to enhance our lighting capability. The CRF grant has funded more hand sanitiser stations, additional supplies of hand sanitiser gel and fluid for our 'fogger' machine (also funded by the grant), and we will be installing a 'sneeze guard' on the bar for when we can serve customers at the bar again, rather than just table service.

The Directors are confident that Beccles Public Hall will be offering an organised and Covid-safe environment for all of our customers when they return, and that future plans will enable the venue to continue to offer a variety of events at the Hall whilst striking a fair balance between performances by local amateur groups, event hirers (commercial and private) and performances by touring professionals and other artistes.

The Public Hall Financial review

Not surprisingly, events (£45,587) (2019/20: £120,300) and hire (£5,237) (2019/20: £30,324) income (including bar) was significantly down, but nonetheless profitable, with the bar showing a margin of 60% on sales of £10,278 (2019/20: 71%, £39,282).

Wages increased with the addition of a third salaried member of staff responsible for IT £30,284 (2019/20: £20,307), but these were mitigated by £13,991 of Government furlough payments. With the Hall mostly closed, most other operating costs were either kept to a minimum (eg. repairs and maintenance) or directly reduced (eg. utilities). The principal increased cost was professional services £6,688 (2019/20: £1,382) where two freelance professionals were contracted to help with events co-ordination and strategy, with their costs being covered by the Arts Council CRF grant. This same grant reflat Hall free cash reserves (£8,141 + £9,292 for forecast loss of earnings October - January) and contributed a further £16,700 to cover further losses October - January resulting from reduced audiences for our Covid-safe programme.

Hall insurance contains a business interruption policy and in common with many other businesses our insurance company, Hiscox, refused to pay out for Covid-19. We registered with the Hiscox Action Group (HAG). Our claim was then dealt with exclusively by Mishcon De Reya, the law firm retained by HAG to pursue the claim on HAG members' behalf. Harbour Litigation Funders paid for the legal fees up front and will take fees from any settlements or successful claims. To date, we have accepted an offer of £6,476 (net of anticipated Harbour fees) for period 21 March to 14 August and this appears as a debtor in 2020/21 income.

An overall net surplus of 41% (£69,125) was achieved (2019/20: 12% £19,706) on total income of £170,313 (2019/20: £166,966). However, this includes the £8,141 of reserve reflation and £41,263 of carried forward new restricted income (both CRF) and excluding this, net surplus was 16%.

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2021

Achievements and performance *(continued)*

The Public Hall Pricing policy

Despite our activities being severely impacted by the Covid pandemic, a situation that we expect to continue and to affect the Hall more than the Lido due to it being inside, nonetheless our over-arching principals remain:

The Directors will continue to implement the 'per session' basis for hire fees. Heating costs at the Hall are such that an hourly usage would lead to inefficient use of the Hall.

The hire charges continue to be based both on the Directors desire to promote the use of the Hall at the times when it is particularly under-utilised (daytime Monday-Thursday) - leading to a lower charge for those sessions - and to capitalise on the more popular times such as all day/evenings on Fridays and Saturdays. This policy has proved to be effective in attracting additional hirers for weekday activities whilst also maximising the income from the popular days/times. The standard hire rate applies to community groups and local residents whereas commercial hirers are charged a substantially increased rate. The Directors continued with their policy of offering a discount for registered charities.

The Public Hall Plans for the future

The continuation of the CRF grant will enable us to fund a range of free online events during the early part of 2021 and prior to the venue reopening. The events team is putting together a programme of events for when our customers are allowed back into the building - initially fully socially distanced but hopefully back to 'normality' as soon as possible. Further marketing opportunities will be taken to increase the number of hire bookings for the Hall. We also plan to carry out a detailed and comprehensive survey to find out what events the community would like to see at the Hall in the future. The survey will also consider the community's wider use of our assets as well as their views of what other leisure activities they would like. We hope that this will drive greater synergies between our assets and also inform future BLL strategy.

The Hall applied for a second CRF grant in January and at the time of writing this report learned that it has been awarded a further £35,000 to fund its April - June re-start programme.

Plans are also in place to undertake further upgrades and improvements to the venue and to the customer experience as time and funds allow. These could include replacing the auditorium fluorescent light fittings with LED lights; installing an addressable fire alarm system to replace the current manual system; installing a video and communications link between the green room/stage and the dressing rooms; replacing the current gas boiler and radiator heating system with a modern 'fresh-air' air conditioning and heating system; installing a motorised opening/closing method for the front stage curtains; a revamped sound system; digital display boards for outside the building; and, in the much longer term, consideration of a system of retractable tiered seating. Not all of these are possible in the next twelve months but will be prioritised and implemented as conditions and funds allow.

As the Public Hall enters its tenth year of operation under the BLL banner, and despite the extreme difficulties caused by the Covid pandemic, the Directors will continue to make provision for maintaining this iconic building in the heart of Beccles as a well-run facility for the whole Beccles community for many years to come.

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2021

Achievements and performance *(continued)*

The Public Hall Covid-19 impact

The Hall was locked down in March and despite lockdown ending earlier, it did not re-open until September, in order that it could implement safe social distancing and other Covid-guidelines for Theatres and Cinemas. Initially guidelines permitted cinema only, but live events and performances were added when permitted and included various seasonal shows, including a week long family show to replace the Panto, which was financially unviable under the guidelines. The Hall was able to furlough all of its staff during lockdown and subsequently, and also received Government funded hospitality business grants during the first and second (November) lockdowns. As most Hall costs are associated with staffing or events or bar stock, the impact of lockdown was much reduced. We also successfully applied for a Government funded Arts Council administered CRF grant to support Theatre activities and costs, as well as to reflate our reserves from loss of profits during lockdown. This covers the period October 2020 to March 2021, and at the time of writing this report we have learned that we have been awarded a second grant for the period until June 2021.

Hall insurance contains a business interruption policy and in common with many other businesses our insurance company, Hiscox, refused to pay out for Covid-19. However, we successfully challenged this and will receive compensation for at least some of our losses.

Having started the financial year with a strong balance sheet and reserves, the overall consequence of this is that we remain financially resilient as we approach the end of 2020/21 financial year and have prepared cash flow forecasts that show we will remain so in 2021/22.

During the time that the Hall has been closed post year end, we have continued to undertake a number of upgrades and improvements to the venue and to enhance the customer experience. The often-malfunctioning sliding doors into the Hall from the foyer have been replaced with traditional hinged doors more in keeping with the Hall, and door closers fitted that are connected to the emergency/fire alarm system to ensure they meet full safety standards. New water heaters and taps have been installed in the dressing room toilets in the basement, as well as new taps for the sinks in the ground floor toilets.

The Big Dog Ferry

Due to the Covid pandemic and in particular the need to socially distance, the Directors decided that the Big Dog Ferry service would not operate in 2020, despite the Ferry having been prepared and ready to launch at Easter.

Feedback suggests that our loyal customer base will return when we are able to re-launch, although we anticipate that this will be later than usual because of the latest lockdown and gradual timetabled return to normality.

Thanks, once again, to valued partner Steve Moody of Windways Marine in Beccles, who continues to look after servicing of the engines, for which the Directors and skippers are very grateful.

The Big Dog Ferry Financial review

Many of the usual costs of re-launching the Ferry were incurred ahead of Covid-lockdown, however thanks to a Government backed leisure business grant Big Dog Ferry was able to reflate it's bank balance to £5,194 (2019/20: (£938)) (after transferring £2,221 to Lido), with overall reserves of £7,458 (2019/20: £2,458), including the fixed assets; where the principle fixed asset (the Ferry and business itself, bought for £3,000 in 2012) has been fully depreciated.

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2021

Achievements and performance *(continued)*

The Big Dog Ferry Pricing policy

Prices, having been kept the same in 2018, 2017 and 2016, but following the deficit declared in 2018, were increased modestly for 2019, and but for the adverse weather this would have moved the Ferry back into profit. Whilst the Directors remain sensitive to the public's perception of good value for the service provided, they remain of the view that the overall Big Dog experience, on a beautiful stretch of the River Waveney, is a premium visitor experience; and that prices should reflect this if BLL is to run the Ferry economically and to continue to invest in the operation. 2021 pricing will be set accordingly.

The Big Dog Ferry Plans for the future

While we did not operate in 2020, 2019 continued to affirm the Director's view that the current timetable, with request stops, met the Ferry's users' requirements and demand for the service, while at the same time being practical and economic to run; and having replaced the engine, the Ferry is now well equipped for the foreseeable future. While a bigger boat would better meet peak demand, it could detract from the overall Big Dog experience, and so while this may be reviewed if the right opportunity arises, there are no immediate plans for the boat's replacement.

However, while the Covid pandemic persists, together with strict Covid-safe operating guidelines, the Directors will have to carefully consider what type of service is viable.

The Locks Inn at Geldeston, our traditional destination, operated under new ownership in 2019 and this did impact upon the popularity of Ferry trips. The Locks Inn shut in 2020 and has now been acquired as a community pub and is set to re-open in Spring 2021. The Directors are excited about the new opportunities to re-establish our close links, which are expected to help re-invigorate the Ferry service.

The Big Dog Ferry Covid-19 impact

The country was in lockdown when the Big Dog Ferry season should have started (at Easter) and given the size of the boat it was decided that social distancing would not make operation of the service viable post-lockdown. As a result, lower costs were incurred and no wages, and the Ferry did receive a Government funded leisure business grant during the first lockdown. The overall consequence of this is that we have reflat Ferry reserves, (gifted surplus funds to Lido,) and Ferry is financially resilient for 2021/22.

Financial review

The overall financial results of the charity as shown on page 19, were total income of £545,376 (2020: £660,462) including £308,771 (2020: £273,396) of grants and donations.

Expenditure amounted to £568,440 (2020: £665,443) including repairs, maintenance and equipment cost of £309,627 (2020: £306,780). Net expenditure amounted to £23,064 (2020: net expenditure £4,981).

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2021

Financial review *(continued)*

Reserves Policy

As at 31 January 2020, BLL had significant restricted reserves of £141,911 (and substantial additional pledges), secured for various anticipated expenses, and these reserves put the Directors in a position of confidence ahead of considerable anticipated expenditure to complete projects, but also a strong position when applying for additional grants. As at 31 January 2021 restricted reserves totalled £75,481.

The open air swimming pool and its infrastructure needs continuous maintenance, upgrade and replacement to ensure that it can fulfil the objectives of the charity. The Lido is also subject to the vagaries of the weather. The Directors have, since 2011, maintained a Designated Reserve Fund based on its current view of worst case visitors compared with season operating costs (£10,000); however, after 10 years during which we have experienced many extremes of weather, including a flood in 2020 which closed the Lido for a week, we have never needed to access this fund. A further Designated Reserve Fund to cover any unexpected maintenance (£10,000) during the season has similarly never been used, and we have now replaced virtually all plant and yet still have significant funds in a separate Designated Reserve Fund for this purpose. Accordingly, the Directors will consider in 2021/22 whether these reserves are required and if not how they may better be invested or set aside to secure the future of the Lido.

As at 31 January 2021, the charity's third separate Designated Reserve Fund, to be used towards the future cost of reasonably anticipated maintenance and replacement of equipment at the Lido, stood at £63,527 (2019/20: £102,121) following £33,594 expenditure on the main pool project, towards the liner; and £15,000 reflation from free cash reserves.

In anticipation of various investments required at the Hall, the Directors have also decided that it is prudent for the Hall to formalise its own allocation of unrestricted funds and a Designated Reserve Fund now stands at £60,000, to be used for significant repairs and replacement of plant and equipment, or any other large and unavoidable or otherwise deemed appropriate expenses.

With Big Dog Ferry funds now reflated, the Directors have also taken the opportunity to create a Designated Reserve Fund for the Ferry, for significant repairs and replacement of plant and equipment, or any other large and unavoidable or otherwise deemed appropriate expenses.

The balance of £70,546 (2018/19: £98,523) unrestricted reserves (ex. fixed assets and investments) is available to be spent by BLL on improvements to the Lido, the Hall and Big Dog Ferry. Not least, and as set out in this report, the Directors anticipate various repairs, upgrades and improvements, for which some grant funding has already been secured and further funds will be applied for, but against which BLL has to continue to demonstrate that it can match these grants with funds of its own through its own prudent financial management and accumulation of reserves for this purpose.

No target has been set for these reserves; rather at the moment they need to be as large as possible to set against the still remaining significant expenses anticipated to fully restore and maintain both the Lido and the Hall to the high quality to which the Directors aspire. These reserves also give BLL the resilience to survive unforeseen circumstances; and to be ready to take advantage of any opportunities to expand its asset base, if this furthers its charitable objectives and creates greater financial security.

There are no funds materially in deficit.

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2021

Structure, governance and management

Governing document

Beccles Lido Limited (BLL) is a charitable company limited by guarantee, incorporated on 21 January 2009 and registered as a charity on 13 October 2009. The company was established under a Memorandum of Association which set out the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up the trustees are required to contribute an amount not exceeding £10.

On 7 August 2011 the Memorandum of Association was modified to incorporate the wider scope of BLL's objectives to enable it to take over the management of Beccles Public Hall and, should the opportunity arise, other carefully selected assets.

Appointment of trustees

The Trustees held office throughout the year after Terry Dentith resigned 27 May 2020. New Trustee, Vicky Russ, was appointed in 30 June 2020. They are elected for a period of 3 years after which they can be re-elected. Trustee recruitment is now open by invitation and the Board is conducting a review of its requirements which are expected to result in a restructuring of the Board which may include the appointment of new Trustee(s). The Trustees are also Directors within the meaning of the Companies Act 2006.

Induction and training of Trustees

All new Trustees are provided with:

- The Memorandum and Articles of Association
- The latest accounts of the charity
- Details of the Charity Commission publication - The Essential Trustee: "What you need to know, what you need to do."

In addition Trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

Organisational Structure

The Board of Trustees administers the charity. The board meet six times a year and sub-groups of Trustees run the three different parts of the organisation. Two out of the six meetings were held via e-mail, with reports being submitted for the sixth meeting of the year which was cancelled due to Covid-19.

A management group at each of the Hall and the Lido supports the Trustees, with sub-groups for specific aspects and projects, for example fundraising, events and buildings.

Risk assessment

There are a significant number of operational procedures and risk assessments at the Lido and at the Hall that are reviewed and updated annually and as circumstances arise.

Company Limited by Guarantee

Trustees' annual report (incorporating the directors' report) *(continued)*

Year ended 31 January 2021

Structure, governance and management *(continued)*

Related Parties

On 29 January 2014 Beccles Lido Trading Limited was incorporated as a wholly owned trading company to carry out certain trading activities. In 2020/21 the impact of Covid-19 meant that the usual sole activities running the café and the kiosk at the Lido were seriously curtailed, but all profits were gifted to the charity for the sole benefit of the Lido.

Independent examiner

Mark Proctor, FCA DChA of Lovewell Blake LLP has been reappointed as Independent Examiner for the ensuing year.

Small company provisions

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

The trustees' annual report (incorporating the directors' report) was approved on 22 May 2021 and signed on behalf of the board of trustees by:

Mrs Maureen Saunders (Chair)
Trustee

Company Limited by Guarantee

Independent examiner's report to the trustees of Beccles Lido Limited

Year ended 31 January 2021

I report to the charity trustees on my examination of the financial statements of the company for the year ended 31 January 2021 which comprise the statement of financial activities (including income and expenditure account), balance sheet, statement of cash flows and the related notes.

Responsibilities and basis of report

As the charity's trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the financial statements of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's financial statements as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Institute of Chartered Accountants in England and Wales which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Mark Proctor FCA DChA
Independent Examiner

Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

9 July 2021

Company Limited by Guarantee
**Statement of financial activities
(including income and expenditure account)**
Year ended 31 January 2021

			2021		2020
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments					
Donations and legacies	5	85,020	223,751	308,771	273,396
Charitable activities	6	107,134	–	107,134	208,193
Other trading activities	7	56,880	–	56,880	161,342
Investment income	8	6,021	–	6,021	11,023
Other income	9	66,570	–	66,570	6,508
Total income		<u>321,625</u>	<u>223,751</u>	<u>545,376</u>	<u>660,462</u>
Expenditure					
Raising funds					
Costs of other trading activities	10	(43,741)	(195)	(43,936)	(98,520)
Charitable activities	11	(299,325)	(225,179)	(524,504)	(566,923)
Total expenditure		<u>(343,066)</u>	<u>(225,374)</u>	<u>(568,440)</u>	<u>(665,443)</u>
Net expenditure before transfer of funds		(21,441)	(1,623)	(23,064)	(4,981)
Transfers between funds		64,807	(64,807)	–	–
Net movement in funds		<u>43,366</u>	<u>(66,430)</u>	<u>(23,064)</u>	<u>(4,981)</u>
Reconciliation of funds					
Total funds brought forward		280,354	141,911	422,265	427,246
Total funds carried forward		<u>323,720</u>	<u>75,481</u>	<u>399,201</u>	<u>422,265</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 22 to 39 form part of these financial statements.

Company Limited by Guarantee
Balance sheet
31 January 2021

		2021	2020
	Note	£	£
Fixed assets			
Tangible fixed assets	16	104,646	79,709
Investments	17	1	1
		<u>104,647</u>	<u>79,710</u>
Current assets			
Stocks	18	2,515	3,120
Debtors	19	32,672	88,150
Cash at bank and in hand		278,589	308,888
		<u>313,776</u>	<u>400,158</u>
Creditors: Amounts falling due within one year	20	<u>(19,222)</u>	<u>(57,603)</u>
Net current assets		294,554	342,555
Total assets less current liabilities		<u>399,201</u>	<u>422,265</u>
Funds of the charity			
Restricted funds		75,481	141,911
Unrestricted funds		323,720	280,354
Total charity funds	22	<u>399,201</u>	<u>422,265</u>

For the year ending 31 January 2021 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

These financial statements were approved by the board of trustees and authorised for issue on 22 May 2021, and are signed on behalf of the board by:

Mrs Maureen Saunders (Chair)
Trustee

Company registration number: 06805012

The notes on pages 22 to 39 form part of these financial statements.

Company Limited by Guarantee
Statement of cash flows
Year ended 31 January 2021

	2021	2020
	£	£
Cash flows from operating activities		
Net expenditure	(23,064)	(4,981)
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	42,461	34,336
Dividends, interest and rents from investments	(5,720)	(9,696)
Other interest receivable and similar income	(301)	(1,327)
<i>Changes in:</i>		
Stocks	605	(353)
Trade and other debtors	55,478	(80,566)
Trade and other creditors	(38,381)	6,254
Cash generated from operations	31,078	(56,333)
Interest received	301	1,327
Net cash from/(used in) operating activities	<u>31,379</u>	<u>(55,006)</u>
Cash flows from investing activities		
Dividends, interest and rents from investments	5,720	9,696
Purchase of tangible assets	(67,398)	(9,625)
Net cash (used in)/from investing activities	<u>(61,678)</u>	<u>71</u>
Net decrease in cash and cash equivalents	(30,299)	(54,935)
Cash and cash equivalents at beginning of year	308,888	363,823
Cash and cash equivalents at end of year	<u>278,589</u>	<u>308,888</u>

The notes on pages 22 to 39 form part of these financial statements.

Company Limited by Guarantee

Notes to the financial statements

Year ended 31 January 2021

1. General information

The charity is a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales.

The address of the registered office is 6 Cromwell Close, Beccles, NR34 9XE, Suffolk.

Provide the community with a healthy outdoor activity and for the Public Hall, a place where the community can meet and enjoy theatrical and other entertainments.

2. Statement of compliance

The charity constitutes a public benefit entity as defined by FRS 102. 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

3. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on the historical cost basis.

(b) Going concern

The financial statements have been prepared on a going concern basis, as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

The Trustees have considered the impact of Covid-19 in making this assessment.

(c) Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future projects or commitments.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal.

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2021

3. Accounting policies *(continued)*

(d) Income

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

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

(e) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- Costs of raising funds comprise the costs associated with attracting voluntary income.
- Charitable activities comprise those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the independent examination fees and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.

(f) Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

Company Limited by Guarantee**Notes to the financial statements** *(continued)***Year ended 31 January 2021**

3. Accounting policies *(continued)***(g) Depreciation**

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

Hall building	-	20% straight line
Lido building	-	20% straight line
Lido pool equipment	-	20% straight line
Other assets	-	20% straight line
Lido kitchen equipment	-	20% straight line
Public Hall equipment	-	20% straight line

(h) Investments

Unlisted investments are initially recorded at cost, and subsequently measured at fair value. If fair value cannot be reliably measured, assets are measured at cost less impairment.

(i) Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

(j) Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

(k) Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2021

4. Limited by guarantee

The organisation is a charitable company limited by guarantee and in the event of the company being wound up members are required to contribute an amount not exceeding £10.

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Donations			
Donations and grants - restricted	–	223,751	223,751
Donations and grants - unrestricted	84,946	–	84,946
Membership fees	74	–	74
	<u>85,020</u>	<u>223,751</u>	<u>308,771</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Donations			
Donations and grants - restricted	–	265,485	265,485
Donations and grants - unrestricted	7,837	–	7,837
Membership fees	74	–	74
	<u>7,911</u>	<u>265,485</u>	<u>273,396</u>

The charity received a number of grants from the local councils. Details of the grants received are set out in note 22.

6. Charitable activities

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Swimming income	101,897	101,897	160,655	160,655
Big Dog Ferry income	–	–	17,214	17,214
Hall hire	5,237	5,237	30,324	30,324
	<u>107,134</u>	<u>107,134</u>	<u>208,193</u>	<u>208,193</u>

7. Other trading activities

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Fundraising events and income	44,930	44,930	131,570	131,570
Bar income	832	832	18,906	18,906
Lottery income	11,118	11,118	10,866	10,866
	<u>56,880</u>	<u>56,880</u>	<u>161,342</u>	<u>161,342</u>

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2021

8. Investment income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Income from group undertakings	5,720	5,720	9,696	9,696
Bank interest receivable	301	301	1,327	1,327
	<u>6,021</u>	<u>6,021</u>	<u>11,023</u>	<u>11,023</u>

9. Other income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Other income	11,914	11,914	6,508	6,508
Coronavirus Job Retention Scheme	41,472	41,472	—	—
Insurance claims	13,184	13,184	—	—
	<u>66,570</u>	<u>66,570</u>	<u>6,508</u>	<u>6,508</u>

10. Costs of other trading activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Event and fundraising costs	37,947	195	38,142
Lottery expenses	5,458	—	5,458
Bar costs	336	—	336
	<u>43,741</u>	<u>195</u>	<u>43,936</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Event and fundraising costs	82,520	2,610	85,130
Lottery expenses	5,580	—	5,580
Bar costs	7,810	—	7,810
	<u>95,910</u>	<u>2,610</u>	<u>98,520</u>

Company Limited by Guarantee
Notes to the financial statements *(continued)*
Year ended 31 January 2021
11. Expenditure on charitable activities

	Lido £	Public Hall £	Big Dog Ferry £	Total Funds 2021 £
Staff wages	88,641	30,284	69	118,994
Repairs and maintenance	299,807	4,925	–	304,732
Light, heat and water	25,985	2,335	–	28,320
Printing, postage and telephone	2,050	1,926	10	3,986
Cleaning and waste disposal	1,569	750	–	2,319
Insurance	7,465	1,818	734	10,017
Advertising and publicity	2,620	5,786	274	8,680
Bank charges	1,081	65	–	1,146
Depreciation	39,031	2,298	1,132	42,461
Equipment	2,518	2,377	–	4,895
Miscellaneous (inc training, uniforms)	(19,641)	356	–	(19,285)
Big Dog Ferry costs	–	–	560	560
Funds transferred to BLL	(2,221)	–	2,221	–
Governance costs	7,013	10,666	–	17,679
	<u>455,918</u>	<u>63,586</u>	<u>5,000</u>	<u>524,504</u>

	Lido £	Public Hall £	Big Dog Ferry £	Total Funds 2020 £
Staff wages	84,083	20,307	12,251	116,641
Repairs and maintenance	286,096	10,741	–	296,837
Light, heat and water	33,676	6,961	–	40,637
Printing, postage and telephone	1,741	3,802	98	5,641
Cleaning and waste disposal	4,194	1,664	–	5,858
Insurance	6,436	2,081	868	9,385
Advertising and publicity	7,796	10,393	268	18,457
Bank charges	3,778	60	–	3,838
Depreciation	28,527	4,677	1,132	34,336
Equipment	5,575	4,368	–	9,943
Miscellaneous (inc training, uniforms)	4,498	4,061	367	8,926
Big Dog Ferry costs	–	–	2,613	2,613
Governance costs	10,472	3,339	–	13,811
	<u>476,872</u>	<u>72,454</u>	<u>17,597</u>	<u>566,923</u>

Governance costs

	2021 £	2020 £
Independent examination fee	4,194	4,327
Professional fees	13,485	9,484
	<u>17,679</u>	<u>13,811</u>

During the year ended 31 January 2021 £225,179 (2020: £291,447) of charitable activities was restricted and £299,325 (2020: £275,476) was unrestricted.

Company Limited by Guarantee**Notes to the financial statements** *(continued)***Year ended 31 January 2021**

12. Net expenditure

Net expenditure is stated after charging/(crediting):

	2021	2020
	£	£
Depreciation of tangible fixed assets	<u>42,461</u>	<u>34,336</u>

13. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2021	2020
	£	£
Wages and salaries	117,261	115,251
Social security costs	1,048	841
Employer contributions to pension plans	685	549
	<u>118,994</u>	<u>116,641</u>

The average head count of employees during the year was 25 (2020: 48).

This includes both full time and part time staff. Of the 25 staff employed by Beccles Lido Limited (BLL) 1 staff was employed to support the trading activities of Beccles Lido Trading Limited (BLT). BLT is a wholly owned subsidiary of BLL and recompensed BLL £53 (2020: £35,048) for staff costs which directly related to trading activities carried out by BLT on Beccles Lido's behalf.

The Trustees consider the key management personnel to be the Lido manager. The total compensation paid to key management personnel for services provided to the charity was £7,364 (2020: £Nil).

No employee received employee benefits of more than £60,000 during the year (2020: Nil).

14. Trustee remuneration and expenses

Three Trustees received the reimbursement of expenses totalling £1,954 in 2020 (2020: five Trustees £852). In the previous year one Trustee received remuneration for skippering Big Dog Ferry totalling £2,103, this year no Trustees received remuneration in relation to skippering Big Dog Ferry.

15. Transfers between funds

Fund transfers represent the purchase of capital items from restricted income where no ongoing restriction exists and to increase the value of the designated repairs funds.

Company Limited by Guarantee
Notes to the financial statements *(continued)*
Year ended 31 January 2021
16. Tangible fixed assets

	Hall Building £	Lido Building £	Fixtures, fittings and equipment £	Other assets £	Public Hall Equipment £	Total £
Cost						
At						
1 February 2020	11,908	83,403	78,978	13,725	45,506	233,520
Additions	—	—	64,644	—	2,754	67,398
At						
31 January 2021	<u>11,908</u>	<u>83,403</u>	<u>143,622</u>	<u>13,725</u>	<u>48,260</u>	<u>300,918</u>
Depreciation						
At						
1 February 2020	11,908	33,362	57,173	9,154	42,214	153,811
Charge for the year	—	16,681	22,350	1,132	2,298	42,461
At						
31 January 2021	<u>11,908</u>	<u>50,043</u>	<u>79,523</u>	<u>10,286</u>	<u>44,512</u>	<u>196,272</u>
Carrying amount						
At						
31 January 2021	<u>—</u>	<u>33,360</u>	<u>64,099</u>	<u>3,439</u>	<u>3,748</u>	<u>104,646</u>
At						
31 January 2020	<u>—</u>	<u>50,041</u>	<u>21,805</u>	<u>4,571</u>	<u>3,292</u>	<u>79,709</u>

17. Investments

	Shares in group undertakings £
Cost or valuation	
At 1 February 2020 and 31 January 2021	<u>1</u>
Impairment	
At 1 February 2020 and 31 January 2021	<u>—</u>
Carrying amount	
At 31 January 2021	<u>1</u>
At 31 January 2020	<u>1</u>

All investments shown above are held at valuation.

Company Limited by Guarantee**Notes to the financial statements** *(continued)***Year ended 31 January 2021****17. Investments** *(continued)*

Investments represents 100% share capital of Beccles Lido Trading Limited, incorporated in England. The results for the company for the year are:

	2021	2020
	£	£
Turnover	875	82,141
Profit for the year	5,720	9,696
Gifted to the charity	(5,720)	(9,696)
Net assets	1	1

18. Stocks

	2021	2020
	£	£
Stock held for resale	<u>2,515</u>	<u>3,120</u>

All stock is held for resale by the Public Hall bar.

19. Debtors

	2021	2020
	£	£
Trade debtors	512	–
Prepayments and accrued income	32,160	88,150
	<u>32,672</u>	<u>88,150</u>

20. Creditors: Amounts falling due within one year

	2021	2020
	£	£
Trade creditors	5,280	4,221
Accruals and deferred income	13,942	53,382
	<u>19,222</u>	<u>57,603</u>

	2021	2020
	£	£
Deferred income brought forward	16,938	12,535
Released during the year	(16,938)	(12,535)
Deferred during the year	3,427	16,938
Deferred income carried forward	<u>3,427</u>	<u>16,938</u>

Deferred income comprise funds received in advance of 2021 events.

21. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £685 (2020: £549).

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2021

22. Analysis of charitable funds

Unrestricted funds at 31 January 2021

	At 1 Feb 2020	Income	Expenditure	Transfers	At 31 Jan 2021
	£	£	£	£	£
Lido Repairs fund	82,121	—	(33,594)	15,000	63,527
Lido Reserves	10,000	—	—	—	10,000
Lido Emergency repairs fund	10,000	—	—	—	10,000
Hall repairs fund	—	—	—	60,000	60,000
Big Dog Ferry sinking fund	—	—	—	5,000	5,000
General funds	178,233	321,625	(309,472)	(15,193)	175,193
	<u>280,354</u>	<u>321,625</u>	<u>(343,066)</u>	<u>64,807</u>	<u>323,720</u>

Unrestricted funds at 31 January 2020

	At 1 Feb 2019	Income	Expenditure	Transfers	At 31 Jan 2020
	£	£	£	£	£
Lido Repairs fund	67,121	—	—	15,000	82,121
Lido Reserves	10,000	—	—	—	10,000
Lido Emergency repairs fund	10,000	—	—	—	10,000
General funds	165,936	394,977	(371,386)	(11,294)	178,233
	<u>253,057</u>	<u>394,977</u>	<u>(371,386)</u>	<u>3,706</u>	<u>280,354</u>

Lido Repairs fund - represents the allocation of reserves to cover the planned future cost of repairs and equipment replacement. It is expected that £32,000 of this fund will be used towards a new pool cover and new boilers in 2021/22.

Lido Reserves fund - represents the allocation of reserves to cover the financial effects of a reduction in visitor income due to circumstances beyond the charity's control.

Lido Emergency repairs fund - represents the allocation of reserves to cover the cost of any unexpected maintenance required at the Lido.

Hall repairs fund - represents the allocation of reserves to cover the cost of any significant repairs and replacement of plant and equipment, or any other large and unavoidable or otherwise deemed appropriate expenses.

Big Dog Ferry sinking fund - represents the allocation of reserves to cover the cost of significant repairs and replacement of plant and equipment, or any other large and unavoidable or otherwise deemed appropriate expenses.

Company Limited by Guarantee
Notes to the financial statements *(continued)*
Year ended 31 January 2021
Restricted funds at 31 January 2021

	At 1 Feb 2020 £	Income £	Expenditure £	Transfers £	At 31 Jan 2021 £
Lido:					
Garfield Weston Anniversary Fund	23,378	—	(23,378)	—	—
Harris Family Fund	2,000	—	(2,000)	—	—
Groundwork - Tesco	3,000	—	(3,000)	—	—
Donation from Apollo Lodge	200	—	(200)	—	—
Beccles Town Council	2,000	—	(2,000)	—	—
Co-op	1,945	—	(1,945)	—	—
East Suffolk Council - Exemplar Fund	10,000	—	(10,000)	—	—
Helping Hands	1,000	—	(1,000)	—	—
Inner Wheel	200	—	(200)	—	—
Sport England	5,000	—	(5,000)	—	—
East Suffolk Council CIL	75,000	—	(75,000)	—	—
Beccles Community donations and fundraising (4)	1,929	320	(2,249)	—	—
Essex Community Foundation	800	—	—	—	800
Suffolk Community - Harris Family Trust	1,800	—	—	—	1,800
Beccles Town Council	500	—	—	—	500
ESC - Cllr					
Brambley-Crawshaw, Elliott, Topping	—	10,000	(10,000)	—	—
Charitable Foundation	—	100,000	(43,030)	(56,970)	—
Groundwork - Tesco	—	1,000	(1,000)	—	—
SCC Locality Budget (Cllr Brambley-Crawshaw)	—	2,000	—	—	2,000
SCC Locality Budget (Cllr Ritchie)	—	500	—	—	500
Aiden's Gift Charitable Fund	—	3,500	—	(3,500)	—
SCC Locality Budget (Cllr Bee)	—	2,000	—	(2,000)	—
Garfield Weston	—	30,000	(9,300)	—	20,700

Company Limited by Guarantee
Notes to the financial statements (continued)
Year ended 31 January 2021

Hall:					
Peter Aldous MP	250	—	(95)	—	155
C & A Thomas Memorial Trust (5)	7,561	—	(4,619)	—	2,942
C & A Thomas Memorial Trust (6)	229	—	(229)	—	—
Forget-Me-Nots	198	—	(198)	—	—
Rotary	100	—	(100)	—	—
Beccles Community donations and fundraising (4)	720	—	—	—	720
Suffolk Community Foundation (3)	4,101	—	—	—	4,101
ESC - Enabling Community Budget (Cllr G Elliott)	—	1,500	—	(1,500)	—
Enabling Communities Grant	—	837	—	(837)	—
Arts Council England	—	72,094	(30,831)	—	41,263
	<u>141,911</u>	<u>223,751</u>	<u>(225,374)</u>	<u>(64,807)</u>	<u>75,481</u>

Restricted funds at 31 January 2020

	At 1 Feb 2019 £	Income £	Expenditure £	Transfers £	At 31 Jan 2020 £
Lido:					
Inner Wheel Club of Beccles	100	—	(100)	—	—
Waveney Enabling Fund	2,500	—	(2,500)	—	—
Cllr Brambley-Crawshaw					
Locality Budget (2)	1,000	—	(1,000)	—	—
Garfield Weston Anniversary Fund	150,000	—	(123,623)	(2,999)	23,378
Buffaloes	250	—	(250)	—	—
Rotary	500	—	(500)	—	—
Beccles Community donations and fundraising (3)	2,573	—	(2,573)	—	—
Ecclesiastical	544	—	—	(544)	—
Harris Family Fund	—	2,000	—	—	2,000
Groundwork - Tesco	—	3,000	—	—	3,000
Donation from Apollo Lodge	—	200	—	—	200
Beccles Town Council	—	2,000	—	—	2,000
Co-op	—	1,945	—	—	1,945
East Suffolk Council - Exemplar Fund	—	10,000	—	—	10,000
Helping Hands	—	1,000	—	—	1,000
Inner Wheel	—	200	—	—	200
Sport England	—	100,000	(95,000)	—	5,000
Power to Change	—	3,111	(3,111)	—	—
East Suffolk Council CIL	—	75,000	—	—	75,000
Beccles Community donations and fundraising (4)	—	1,929	—	—	1,929
Charitable Foundation	—	50,000	(49,837)	(163)	—
Essex Community Foundation	—	800	—	—	800
Suffolk Community - Harris Family Trust	—	1,800	—	—	1,800
Beccles Town Council	—	500	—	—	500

Company Limited by Guarantee
Notes to the financial statements (continued)
Year ended 31 January 2021
Hall:

C & A Thomas Memorial Fund (3)	1,112	–	(1,112)	–	–
Suffolk Community Foundation (2)	1,711	–	(1,711)	–	–
Peter Aldous MP	250	–	–	–	250
C & A Thomas Memorial Trust (5)	10,000	–	(2,439)	–	7,561
C & A Thomas Memorial Trust (6)	229	–	–	–	229
Forget-Me-Nots	200	–	(2)	–	198
Harris Family Fund	2,000	–	(2,000)	–	–
Beccles Town Council	400	–	(400)	–	–
Rotary	100	–	–	–	100
Beccles Community donations and fundraising (4)	720	–	–	–	720
Suffolk Community Foundation (3)	–	5,000	(899)	–	4,101
Suffolk Community Foundation (4)	–	7,000	(7,000)	–	–
	<u>174,189</u>	<u>265,485</u>	<u>(294,057)</u>	<u>(3,706)</u>	<u>141,911</u>

Beccles Lido

Inner Wheel Club of Beccles, Waveney Enabling Fund, Cllr Brambley-Crawshaw Locality Budget (2), Garfield Weston Anniversary Fund, Buffaloes, Rotary, Beccles Community donations and fundraising (3), Harris Family Fund, Groundwork - Tesco, Donation from Apollo Lodge, Beccles Town Council, Co-op, East Suffolk County Council - Exemplar Fund, Helping Hands, Inner Wheel, Sport England, East Suffolk Council CIL, Beccles Community donations and fundraising (4), ESC - Cllr Brambley-Crawshaw, Elliott, Topping, Charitable Foundation - Grants for main pool project

Ecclesiastical - Grants for main pool/road projects

Power to Change - Funding for grant application

Charitable Foundation - Grant for road project

Essex Community Foundation, Suffolk Community - Harris Family Trust, Beccles Town Council, SCC Locality Budget (Cllr Brambley-Crawshaw), SCC Locality Budget (Cllr Ritchie)- Grants for lane ropes

Aiden's Gift Charitable Fund - Donation for springboard

SCC Locality Budget (Cllr Bee) - Grant for springboard

Garfield Weston - Grant for refloating reserves, various expenses and upgrades

Company Limited by Guarantee

Notes to the financial statements *(continued)*

Year ended 31 January 2021

Beccles Public Hall

C & A Thomas Memorial Fund (3) - Grant towards staff wages

Suffolk Community Foundation (2) - Grant for dementia session

Peter Aldous MP - Grant for dementia sessions

Greggs Foundation - Grant for dementia equipment.

C & A Thomas Memorial Trust (5), Harris Family Fund - Grants for staff wages.

C & A Thomas Memorial Trust (6), Forget-Me-Nots and Beccles Town Council - Grants towards basic lighting controls.

Rotary and Beccles Community donations and fundraising (4) - Grants towards dementia sessions.

Suffolk Community Foundation (3) - Grant for dementia session

Suffolk Community Foundation (4) - Grant towards wages for Events Co-ordinator.

ESC - Enabling Community Budget (Cllr G Elliott) - Grant for digital piano

Enabling Communities Grant - Grant for PC

Arts Council England - Culture recovery fund grant

Company Limited by Guarantee
Notes to the financial statements *(continued)*
Year ended 31 January 2021
23. Analysis of net assets between funds
As at 31 January 2021

	Fixed assets £	Investments £	Net current assets £	Total 2021 £
Restricted Income Funds				
Lido:				
Essex Community Foundation	—	—	800	800
Suffolk Community - Harris Family Trust	—	—	1,800	1,800
Beccles Town Council	—	—	500	500
SCC Locality Budget (Cllr Brambley-Crawshaw)	—	—	2,000	2,000
SCC Locality Budget (Cllr Ritchie)	—	—	500	500
Garfield Weston	—	—	20,700	20,700
Hall:				
Peter Aldous MP	—	—	155	155
C & A Thomas Memorial Fund (5)	—	—	2,942	2,942
Beccles Community donations and fundraising (4)	—	—	720	720
Suffolk Community Foundation (3)	—	—	4,101	4,101
Arts Council England	—	—	41,263	41,263
	<u>—</u>	<u>—</u>	<u>75,481</u>	<u>75,481</u>
Unrestricted Funds				
Designated Funds	—	—	148,527	148,527
General Funds	104,646	1	70,546	175,193
	<u>104,646</u>	<u>1</u>	<u>219,073</u>	<u>323,720</u>
Total Funds	<u>104,646</u>	<u>1</u>	<u>294,554</u>	<u>399,201</u>

Company Limited by Guarantee
Notes to the financial statements *(continued)*
Year ended 31 January 2021
As at 31 January 2020

	Fixed assets £	Investments £	Net current assets £	Total 2020 £
Restricted Income Funds				
Lido:				
Garfield Weston	—	—	23,378	23,378
Harris Family Fund	—	—	2,000	2,000
Groundwork - Tesco	—	—	3,000	3,000
Apollo Lodge	—	—	200	200
Beccles Town Council	—	—	2,000	2,000
Co-op	—	—	1,945	1,945
East Suffolk Council	—	—	10,000	10,000
Helping Hands	—	—	1,000	1,000
Inner Wheel	—	—	200	200
Sport England	—	—	5,000	5,000
East Suffolk Council CIL	—	—	75,000	75,000
Beccles Community donations and fundraising (4)	—	—	1,929	1,929
Essex Community Foundation	—	—	800	800
Suffolk Community - Harris Family Trust	—	—	1,800	1,800
Beccles Town Council	—	—	500	500
Hall:				
Peter Aldous MP	—	—	250	250
C & A Thomas Memorial Fund (5)	—	—	7,561	7,561
C & A Thomas Memorial Fund (6)	—	—	229	229
Forget-Me-Nots	—	—	198	198
Rotary	—	—	100	100
Beccles Community donations and fundraising (4)	—	—	720	720
Suffolk Community Foundation (3)	—	—	4,101	4,101
	—	—	141,911	141,911
Unrestricted Funds				
Designated Funds	—	—	102,121	102,121
General Funds	79,709	1	98,523	178,233
	79,709	1	200,644	280,354
Total Funds	<u>79,709</u>	<u>1</u>	<u>342,555</u>	<u>422,265</u>

24. Related party transactions

Mr Harvey Crowley, the son of Mr Shaun Crowley, received payments during the period of £900 (2020: £Nil) in relation to painting and decorating works carried out at the Lido.

Company Limited by Guarantee**Notes to the financial statements** *(continued)***Year ended 31 January 2021**

25. Analysis of changes in net debt

	At 1 February 20 20 £	Cash flows £	At 31 January 2 021 £
Cash at bank and in hand	<u>308,888</u>	<u>(30,299)</u>	<u>278,589</u>

26. Commitments

At the year end there were no commitments (2020: £346,252 in relation to the re-lining of the main pool).