

**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**

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# **Beccles Lido Limited**

## **Company Limited by Guarantee**

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

#### **Year ended 31 January 2024**

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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

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##### Reference and administrative details

<b>Registered charity name</b>	Beccles Lido Limited
<b>Charity registration number</b>	1132102
<b>Company registration number</b>	06805012
<b>Principal office and registered office</b>	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**

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##### **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**

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##### **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**

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##### **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

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##### **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**

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##### **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**

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##### **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**

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##### **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

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##### 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

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##### 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**

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##### **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**

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##### **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**

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##### **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**

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##### **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**

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#### **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**

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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**

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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**

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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 £
<b>Income and endowments</b>					
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
<b>Total income</b>		<u>752,229</u>	<u>27,045</u>	<u>779,274</u>	<u>729,359</u>
<b>Expenditure</b>					
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)
<b>Total expenditure</b>		<u>(834,750)</u>	<u>(4,942)</u>	<u>(839,692)</u>	<u>(794,687)</u>
<b>Net expenditure before transfer of funds</b>		(82,521)	22,103	(60,418)	(65,328)
Transfers between funds		5,650	(5,650)	–	–
<b>Net movement in funds</b>		<u>(76,871)</u>	<u>16,453</u>	<u>(60,418)</u>	<u>(65,328)</u>
<b>Reconciliation of funds</b>					
Total funds brought forward		417,639	8,761	426,400	491,728
<b>Total funds carried forward</b>		<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 £	£
<b>Fixed assets</b>					
Tangible fixed assets	16		83,907		87,377
Investments	17		103		101
			<u>84,010</u>		<u>87,478</u>
<b>Current assets</b>					
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>	
<b>Creditors: Amounts falling due within one year</b>	20	<u>(29,260)</u>		<u>(43,523)</u>	
<b>Net current assets</b>			<u>281,972</u>		<u>338,922</u>
<b>Total assets less current liabilities</b>			<u>365,982</u>		<u>426,400</u>
<b>Funds of the charity</b>					
Restricted funds			25,214		8,761
Unrestricted funds			340,768		417,639
<b>Total charity funds</b>	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 £
<b>Cash flows from operating activities</b>		
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>
<b>Cash flows from investing activities</b>		
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>
<b>Net decrease in cash and cash equivalents</b>	(62,964)	(73,845)
<b>Cash and cash equivalents at beginning of year</b>	<u>308,734</u>	<u>382,579</u>
<b>Cash and cash equivalents at end of year</b>	<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**

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##### **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

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

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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
	<u>310,475</u>	<u>318,558</u>

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 £
<b>Cost</b>						
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
<b>At 31 Jan 2024</b>	<u>11,908</u>	<u>109,616</u>	<u>212,810</u>	<u>14,425</u>	<u>76,248</u>	<u>425,007</u>
<b>Depreciation</b>						
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
<b>At 31 Jan 2024</b>	<u>11,908</u>	<u>90,597</u>	<u>167,911</u>	<u>13,206</u>	<u>57,478</u>	<u>341,100</u>
<b>Carrying amount</b>						
<b>At 31 Jan 2024</b>	<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 £
<b>Cost or valuation</b>			
At 1 February 2023	1	100	101
Additions	2	—	2
<b>At 31 January 2024</b>	<u>3</u>	<u>100</u>	<u>103</u>
<b>Impairment</b>			
<b>At 1 February 2023 and 31 January 2024</b>	<u>—</u>	<u>—</u>	<u>—</u>
<b>Carrying amount</b>			
<b>At 31 January 2024</b>	<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

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##### 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

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#### 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
	£	£	£	£	£
<b>Lido:</b>					
Garfield Weston	3,560	–	(1,250)	–	2,310
Locality Budget	–	834	(834)	–	–
<b>Hall:</b>					
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 £
<b>Lido:</b>					
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)	–
<b>Hall:</b>					
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**

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##### **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 £
<b>Restricted Income Funds</b>				
<b>Lido:</b>				
Garfield Weston	—	—	2,310	2,310
<b>Hall:</b>				
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>
<b>Unrestricted Funds</b>				
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>
<b>Total Funds</b>	<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 £
<b>Restricted Income Funds</b>				
<b>Lido:</b>				
Garfield Weston	—	—	3,560	3,560
<b>Hall:</b>				
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>
<b>Unrestricted Funds</b>				
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>
<b>Total Funds</b>	<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

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#### 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>