



TRUSTEES ANNUAL REPORT AND FINANCIAL STATEMENTS MANE CHANCE SANCTUARY LTD

1st April 2022 – 31st March 2023





A note from the Chair of Trustees

I would like to thank our retiring Chair, Hannah Richardson for her care and commitment to Mane Chance. She sadly had to step down because of personal changes in her life and it is with great pride that I take on the role of Chair once more. The last year has yet again been a very challenging one for charities, especially small ones like Mane Chance. As the world slowly came back from the dreadful financial and psychological effects of the Covid pandemic, and the UK continued to seek stability after Brexit, the green shoots of optimism had been growing. However, the unprovoked attack on the Ukraine by Russia and the ensuing sanctions, combined with the cost of oil and gas increasing tenfold due to post Covid global demand and the Ukraine crisis, have meant that the world, and particularly our country, finds itself in yet another tricky financial situation. Fundraising on all levels has become an even greater challenge and it is a measure of the prudence of our General Manager and the onsite team that Mane Chance is not only surviving but expanding our work in the community and planning our future. Our supporters are also very much a part of our continued success- they continue to help us both financially and with their activities as volunteers, with unwavering loyalty and we are very grateful.

Our dream to have better facilities for our community visitors alongside improved indoor facilities for our herd of rescued horses has begun. We have commissioned Blue Forest to design a Community Centre with a covered arena attached and have now commenced the planning application process. Our desire is to make it as integrated into the landscape and as environmentally friendly as possible because as a charity we always have one eye on what we can do for Nature and our planet.

We have also designed and built a large bespoke laminitis paddock for our Shetland herd, that sits alongside their grazing areas. I urge you to read our managers' report to learn more about this groundbreaking addition to our horse care.

We have started our Saturday club for young people to learn about our bespoke horse care and it is proving hugely successful. We have also begun writing and sharing our Junior newsletter which is a mixture of fun, education and of course sanctuary news for juniors.

Our work in the community continues to be something that as a charity we are very proud of. Whether they are Care home visitors coming for a few hours of respite or small groups/one-on-one sessions, we are helping young and old alike and with some wonderful results. The feedback we receive from parents and schools regarding young people whose lives have been changed by their time at Mane Chance inspires us to not only keep going, but also to expand so that we may help more members of the community.

Our Chance2Be sessions are proving transformational for some of our young visitors. The Covid Pandemic has hugely affected the mental health of young people with numbers rising shockingly and waiting lists for CAMHS growing exponentially and we are proud to be able to play a small part in helping a good number of these young people turn their lives around.

We continue to hold our own in a difficult financial landscape and we have also created a designated fund to enable us to build our community facilities- subject of course to being given the requisite planning permission. Fundraising is ever more challenging with less money available either from Grant giving Trusts and Funds, Corporates or individuals, but through prudent spending and energetic and imaginative on and off-site fundraising, plus of course the donations from our amazing supporters, we have managed. The price of commodities such as hay and electricity having risen so much has added to the challenges the team faces but we are very proud to share that approximately 80% of every pound raised goes towards our charitable activities in our Community and Equine programmes.

The Board of Trustees continues to engage actively and with each member having designated advisory roles in various sub-committees. The Board also took part in a productive Strategy Day and we continue to appraise our effectiveness on a regular basis.

These are very challenging times for charities, but the work we do and the effect it has on both our community visitors and our resident equines (and by sharing - many other equines) inspires us to dig deep and carry on. As Chair, I would like to thank our dedicated General Manager and her Senior team for their hard work and commitment to making Mane Chance the effective and inspiring charity that it is.

Jenny Seagrove
Chair of Trustees



Contents

A Note from the Chairman	1
Contents	2
Directors' and Trustees' Report	3-5
Achievements and Performance	6-11
Financial Review	12-13
Report of the independent examiners to the Trustees of Mane Chance Sanctuary Limited	14
Statement of Financial Activities	15
Balance Sheet	16-17
Notes to the financial statements	18-21





Directors' and Trustees' Report

The Directors and Trustees present their tenth report and financial statements, for the year to 31 March 2023.

The Charitable Company was incorporated on 4 October 2011.

Reference and Administrative Details of the Charity, its Trustees and Advisers:

Mane Chance Sanctuary Limited is a registered charity, registered at the Charity Commission as Mane Chance Sanctuary number 1144144 and has a company registration number 07796432 at Companies House.

The Charity's registered office is BKL House, 1 Venice Walk, London, W2 1RR and its principal office is Monkshatch Garden Farm, Down Lane, Compton, Surrey GU3 1DL.

Trustees:

The names of the Charity's Trustees and Directors at the date of this report and those who served during the period are as follows:

Ms J A Seagrove FRSA (Chair)	(Appointed on 4 October 2011, reappointed on 8 July 2021)
Dr S M Tresman	(Appointed on 6 October 2016, reappointed on 22 June 2022)
Mrs S Webb	(Appointed on 18 January 2018, reappointed on 8 July 2021)
Mr J McCarthy	(Appointed on 18 January 2018, reappointed on 22 June 2022)
Mr N C Potts	(Appointed on 30 July 2020, reappointed on 22 June 2022)
Ms S Papain	(Appointed on 30 July 2020, reappointed on 8 July 2021)
Ms H Richardson	(Appointed on 25 February 2021, resigned 22 June 2022)
Mr C Stuckey	(Appointed on 25 February 2021, reappointed on 8 July 2021)
Mr P Lukac (Treasurer)	(Appointed on 2 February 2022, reappointed on 22 June 2022)

Patrons:

S Choudhrie (Founding Patron)
Sir T R W Ackroyd. Bt
Sophie Christiansen CBE
Margrit Coates ITEC MNFSH SBRCP
Sara Crowe
Beau Dermott
Margaret Keys
Hilary O'Neil
Joe Pasquale
Martin Shaw
Michael Crawford CBE
Mark Curry
Lauren St John
Wendy Turner-Webster

Directors' and Trustees' Report:

The Charity's bankers are Virgin Money, 6-8 London Road, Unit 5 Peveril Court, Crawley RH10 8JB.

The Charity's solicitors are Bates Wells Braithwaites London LLP, Scandinavian House, 2-6 Cannon Street, London EC4M 6YH.

The Charity's registered independent examiner is Bhirendra S Patel FCCA of D Stoker and Co, Abacus House, 367, Blandford Road, Beckenham BR3 4NW.

Structure, Governance and Management:

The charity is a company limited by guarantee. Our governing document is a Memorandum and Articles of Association, which dates from 2011.

Our governing body is a Board of Directors. The Directors are Trustees of the charity. As of 31st March 2023, there were eight directors. The Board holds on average four meetings over each twelve-month period, with at least one meeting on-site.

The decision-making process has been formally set out by the Board in the charity's Articles of Association. We recognise the value of monitoring and reviewing the effectiveness of the Board and a process of Board review and appraisal is in effect.

We see our prime function as ensuring the good governance of the charity and to this end we focus on matters of policy and general strategy, the approval of plans, the monitoring of progress, financial control and investments. A comprehensive range of policies have been written, approved by the Board and promulgated, and these are reviewed and updated on an annual basis.

Operational responsibility would normally be delegated to a Chief Executive Officer. However, as we do not employ such a person, our General Manager and her team, who answer to the Chair of the Trustees, run the Sanctuary. All decisions and the operational responsibility of the running of the Charity, rests with the Trustees and the Chair. However, some operational responsibility has been delegated to the onsite team: equine related decisions are often made on the ground in the daily running of the Sanctuary in line with our relevant policies.

The Board usually receives two formal reports in advance of every meeting – a report that deals with operational matters at the farm and a report that covers financial and related matters.

Objectives and Activities:

The charity's mission is well described in our formal objectives as set out below:

- i. To relieve the suffering of animals, in particular equines, who are in need of care and attention, by providing permanent or temporary sanctuary, care and treatment.
- ii. To provide relief for children, young people and vulnerable people, suffering from physical and/or mental disability, through the provision of managed work with equines in a therapeutic environment, to help meet their needs and to enable them to participate more fully in society; also to increase the confidence and capacity of children, young people and vulnerable people in need of support through interaction with the horses.
- iii. To advise and educate the public on matters concerning the welfare of horses and ponies and to set the standard in natural horsemanship.



We seek to fulfil our mission in the following ways:

- Welfare is at the very heart of what we do, we address the physical and emotional needs of the horses already in our care. We receive regular calls about horses in trouble; very often we are the last resort. Our admissions procedure means that we prioritise real welfare cases and those cases where a horse may have emotional and behavioural issues that we have the onsite expertise to deal with and where, without our intervention, the horse may be shot.
- Our work in the community continues to expand. From the elderly residents of local care homes and other community groups who come for respite, to small groups and one to one sessions for disadvantaged young people, either through our 'Together in the Mane' or our 'Chance2Be' programmes, our work with the rescued horses in the community is effective and very much in demand.

- We believe that we set the standard in holistic equine care and that we lead by example in the promotion of natural horsemanship principles that we have developed. We promote examples of best practice, for example our Shetland Project, and use all opportunities to share and learn from others. We use our regular open days and social media as a forum to educate the public on matters concerning the welfare of horses as well as participating in equine welfare campaigns including 'Stamp our Strangles'.

Every trustee is aware of the guidance issued by the Charity Commission on public benefit regarding the need for them to exercise their powers and duties for the benefit of the public and every trustee has complied with their duty to have due regard to the guidance on public benefit.





Achievements and Performance

"Thank you for being so kind to us and to the horses."

Community Child

Animals

We currently have 38 horses in our care. Over the past twelve months, we have had to say goodbye to three, who were euthanised according to our humane policy and because their quality of life deteriorated to an unreasonable level – two horses due to complications of old age and the other due to an ongoing hoof condition caused by his previous poor care. We had managed the condition and the associated pain since he had been with us, but the unstoppable deterioration eventually became too much for him and the decision was made to euthanise him to prevent continued pain and lameness.

We received three horses into the Sanctuary during the year, all Shetland ponies and all rescued from abusive past lives. The team has worked tirelessly with them, and they are already all settled and playing their part in our community work, showing a desire to engage and huge enjoyment of the fuss and attention they receive. All of them are thriving in our care!

In addition to our equines and our rescue dog, Angel, we continue to rescue ex-colony and ex-caged hens from the egg producing industry through the British Hen Welfare Trust and currently have a flock of 13.

All of our animals are in good health and live as natural an existence as possible with our horses living out in our 67 acres of tracks and fields and our chickens in a 40 square metre run. This space and freedom allows all of our animals to display natural herd and flock behaviour and ensures each of them a safe environment providing for all of their needs for the rest of their lives.

We consider that we are currently 'full' at the Sanctuary and are not looking to take in any more animals at the moment. This ensures that we can maintain our standards of animal care with regards to space/grazing and also the quality of the human care that they can receive – ensuring that we prioritise not only their physical needs but also their emotional welfare, both that we consider of equal importance.



Site Developments

Despite the unpredictable British weather where the unusual and extreme appears to be the norm now, the work on our grazing remained our priority. Our site was harrowed, slit, rolled and sprayed as planned and whilst we had to remain flexible as to exactly when the weather conditions would allow it, our farmer was able to fully complete the schedule. The longer periods of poor weather (summer droughts and very wet winters) are definitely affecting our grazing, as it is many others, and we have to have plan B always up our sleeve. Climate change is, without doubt, making equine and farming life much more difficult.

Despite the challenges mentioned above, we are still able to think out of the box and find alternative ways to help ourselves, rather than rely solely on mother nature:

New Tracks:

Our site has long used a track system to maximise our horses' wellbeing. Encouraging more natural behaviour within the herd as they have the freedom to move at will around the length of our tracks, it has been our preferred method of grazing for many years. This year, we were delighted to be able to add an extra track to two of our fields, providing more grazing options and a more natural environment in a larger part of the Sanctuary. Track systems do require a

commitment of maintenance as the additional fencing needs regular checking and monitoring; plus it slightly complicates the field work as tractors have to work round the tracks rather than cut across the fields. But the benefits to the wellbeing of the horses (emotionally and physically) plus the increased options to rest areas of the site more easily far outweighs any changes to the field management and we are thrilled to have given another mile of tracks to our animals in the last year.

Shetland Surface:

In addition to new tracks, we have also completed another project on site. We, like many others, have a number of horses that suffer from conditions such as laminitis, EMS and Cushings Disease which can all be affected by high levels of sugars in the grass. New Spring grass or stressed grass releases sugars and horses who are prone to problems



associated with their digestion can struggle through many months of the year. In the past, we have stabled horses to prevent them from grass-grazing when the sugars are high and even created a laminitis paddock (without grass) for others, instead supplementing their feeds with low sugar hay. But both of these methods involve the affected horse being taken out of the field, albeit with a friend, but nevertheless away from their herd security, and was always something we wanted to avoid – our method of horse care involves the herd staying together and not unsettled and split.

This year, with the support of a couple of generous funders, we designed and created Phase 1 of a new project on site. This involved removing all the grass from an area of the Sanctuary and exposing the chalk surface below. We then bought in a sand/rubber surface to the area, providing a soft, grassless part of the site that could accommodate whole herds at a time. By having this area outside, with freedom of

movement and fresh air, it has allowed us to care for those horses who need it, but without removing them from the field. By juggling the whole herd grazing, it is possible to manage EMS, Laminitis and Cushings in this way – without horses being affected by separation or even more restricting, being brought into a confined stable.

The new surface has proved to be more successful than we could have expected – not only do the horses stay out together all the time, but they also love the softness of the surface, lying, rolling and sleeping in comfort! It's definitely a win-win!

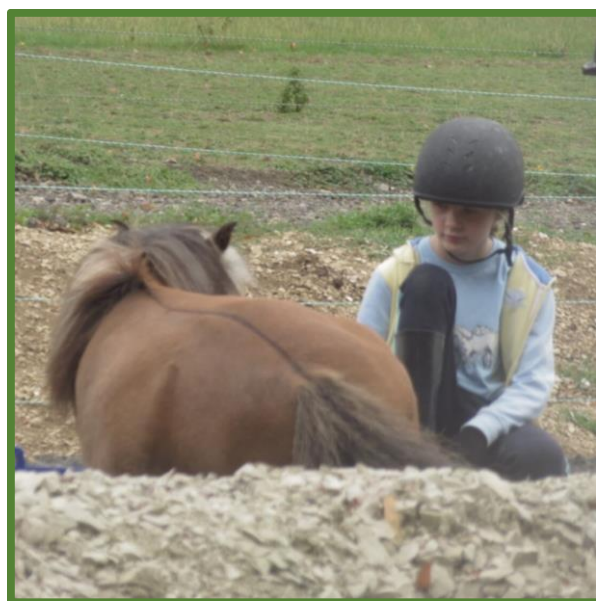
Community Work

Our community work continues to grow with encouraging results. At the beginning of the financial year, we employed two additional community assistants to support our community co-ordinator – this has allowed us to offer more sessions per week to more people (young and old) that benefit from our support. We are delighted to have been able to support over 500 people this year.

Chance2Be

Over the year, we were able to run 12 courses of Chance2Be, offering our free intervention (as funded by Children in Need) to 104 children. We continue to understand and recognise those children who benefit the most from this type of intervention and the importance of the reinforcement of the teaching by teachers and parents outside of the Sanctuary. We are fortunate that our relationship with referring schools is such that they support our teaching during the rest of the week, and this proves to maximise some of the most notable improvements and developments in the young people. We plan to write a teachers/parents pack in the next financial year that will give more tools to teachers and parents and that will strengthen Chance2Be teaching and hence support our young people even more.

Chance2Be has positively impacted many children over the years and we seek feedback from both the children and adults that support the child (parent, support worker, teacher) in order to constantly review our provision and highlight any necessary changes – some of this feedback is included in this report. It is also very encouraging to see many of the children return to the Sanctuary to become sponsors of their favourite horse, bring their families to open days and even more remarkable, join our mainstream weekend and holiday Sanctuary Clubs – something that they





simply would not have been able to do previously.

AQA Unit Award Scheme

This year has seen our AQA scheme increase in popularity too. Nationally recognised, these certificates of achievement are hugely beneficial to those young people who are not likely to achieve the more traditional qualifications at school. Many of the students are those with additional learning needs, as well as those home schooled due to mental health issues including crippling anxiety or low self-esteem causing non-attendance at school. They are able to attend sessions with us in our alternative learning environment and work towards these bespoke units, in a place of safety, non-judgement and without fear of failure.

AQA is a very useful tool for our community team – it not only helps them to plan and structure sessions, but it also enables them to teach, encourage and praise activities completed by the children and work together towards their awards. The young people help set their own targets and work with the staff

to reach them – an effective partnership! For those young people who struggle with a traditional classroom environment, peer pressure and even authority, it's a healthy way to engage, teach and encourage them, whilst also ensuring they follow instructions and complete tasks fully.

"Thank you so much for supporting me and helping me understand myself better."

Community Child

"Such a humbling place to visit. Adorable horses with such sad histories now clearly in a happy place."

Supporter

"I believe Mane Chance is another chance for our students to excel and progress. The majority gain understanding of things that may have been a bit alien to them at first, they learn amazing coping strategies which I have seen some use away from Mane Chance."

To see the difference and effect Mane Chance has had on some of these students is amazing to witness."

Teacher

Community Visits

We were pleased to welcome a number of community groups and charities to the Sanctuary over the past twelve months.

Our visits can be tailored to meet the needs of each individual group – whether a simple meet and greet, educational session, volunteering or light horse care.

Groups that have visited Mane Chance this year include CSSEF (supporting young people living with deafness or hearing impairment), Domestic Abuse Support Groups, Headway, Apeer (group supporting autistic or neurodivergent people) Stroke Recovery Groups, Early Onset Dementia Support groups, those who are soon to be or have been recently bereaved, foster care families, newly adopted families and local care homes amongst others.

We have also hosted numerous volunteering opportunities for local companies through their community payback schemes, uniformed groups who have completed their volunteering or charity badges with us and over 50 young people working towards their Duke of Edinburgh Awards.



Sanctuary Club

During this year, we launched a new initiative at the Sanctuary in the form of a paid-for Saturday and/or School Holiday Club. It is extremely important to us to educate in equine welfare sharing our methods of natural horsemanship and by structuring a course of sessions at the Sanctuary, it allows us to show and involve children in our work with the horses, as well as educate them in the practical care of animals, considering both their physical and emotional wellbeing.

We have already run two courses of sessions and are thrilled at the feedback – parents and young people are delighted to be learning about the anatomy, welfare and wellbeing of the horses instead of just turning up at a riding school and sitting on the back of them. We are running courses at weekends throughout the next year, with an additional four courses running through the summer school holidays and are already nearly sold out – so popular are places.

Fundraising

For the entire financial year, our fundraiser was on maternity leave and so we scaled back some of the event plans knowing that we would be a little short-staffed but even despite this, we had a very successful event year!

Open Sundays ran throughout the summer and proved as popular with more people attending than ever before. Our Easter Walk, Big Family Fun Day and New Year's Day walk at the Sanctuary all raised record amounts with the number of attendees high and in a very generous spirit – certainly Covid seemed to be behind us both physically and emotionally and we were delighted to see so many people back on site. All of these events surpassed our fundraising targets.

Our Christmas Carol Service was sold out and we were generously supported by Patrons and celebrity guests, making the evening particularly enjoyable and successful. We also held a belated (due to Covid) 10th Birthday lunch which was well-attended and supported by staff, volunteers and supporters.

A Dench and Two Williams

We were absolutely honoured to welcome Dame Judi Dench and her daughter, actress Finty Williams to the Sanctuary for a private visit. A couple of years ago, inspired by Dame Judi Dench, we planted an elm tree at the Sanctuary as part of our Tree Planting Programme – a new Elm breed that had been developed to resist Dutch Elm Disease and one that was championed by Dame Judi. It was then particularly lovely to invite and host Dame Judi to Mane Chance so she could meet her namesake tree! During the visit, Dame Judi and Finty expressed a desire to help us with some fundraising and true to their word, in January, we hosted an event at the stunning Charterhouse School with Dame Judi, Finty and her son Sam Williams. The afternoon was wonderful – full of anecdotal stories from all three of the family, plus a Q and A session and even a meet and greet for some ticket holders.

It was a once in-a-lifetime opportunity for an extraordinary event, and we are immensely grateful to Dame Judi, Finty and Sam for generously donating their time. No one present will forget the afternoon and to top it all, it raised us some much-needed funds.



MC Stars

This year also saw the launch of a new fundraising initiative for children in the form of an online subscription club. Called MC Stars, it engages younger children by sending out monthly newsletters with details about our horses, puzzles, games, fun facts, information and activities to make and do at home. Each Star receives a passport which is stamped each time they come to the Sanctuary and in which they collect stickers of our horses. In addition, each year, we provide a fun day at the Sanctuary where they can come and spend some time with our animals. MC Stars is now embedded in our fundraising portfolio and we look forward to running the first fun day in the summer.

"One boy, who I thought initially was not engaging, as he kept wandering off, I found just standing staring at the view. I realised that he did not want to be with the others, did not want to talk but just wanted to stand in peace. There are not many places in his life where that can happen.

One of the boys in the first cohort that we brought has been inspired by the course to work with neglected animals and speaks of his desire to work for the RSPCA. For others it has allowed them to face their fear of animals, particularly dogs, which has impacted on their lives and made taking them out an enjoyable rather than terrifying experience! It has increased confidence in other ways too, one boy began playing football at lunch time, where previously he had always been too intimidated. It took a while for us to realise but this always happened on a Wednesday following our Mane Chance sessions. Another boy had been refusing to come to school for several weeks with anxiety. We invited him to come to the Sanctuary with his Nan, which he was able to do and, following this he has been back into school for several sessions."

Teacher

Community Facilities Project

It has been a quiet year for our community facilities project. Our local authority planning department has been overwhelmed over the past couple of years and so it has taken months for our pre-planning application to be looked at after it had been submitted in September. At the end of March, we were still awaiting a reply from the council, but are expecting that it is likely that further pre-planning discussions will be needed prior to our final application being completed.

We did, however, run a fundraising event for the project at the beginning of this year and were thrilled to be able to hold a high-end dinner at Cutlers Hall in London. This was a very well-supported event and raised funds towards the project, ensuring that we can complete all the planning and associated surveys in the next year. We are immensely grateful to the Worshipful Company of Cutlers for allowing us to hold our event in a prestigious and private location – an honour that added to the success of the evening immeasurably.

Staffing

During the year, we have continued to work to the structure of the workforce introduced last year. The demand for our community services has risen exponentially over the past couple of years and our reputation for effective intervention also means that our waiting list has been long. In order to be able to help more people in need, we employed two part-time community assistants to support our Community Co-ordinator allowing us to offer more sessions and widen our reach further to those who benefit from our support. Recruitment took place and both joined the charity at the beginning of this financial year.

As of the 31st March, we had the following in our employment:

General Manager	full time
Head of Fundraising	part time
Equine Lead	full-time
Deputy Equine Lead	full-time
Two Equine Grooms	one full and one part-time
Community Co-ordinator	full-time
Two Community Assistants	both part-time
Administrator	part-time

Trustees and Patrons

In June, our Chair of Trustees had to resign her position due to personal circumstances. Jenny Seagrove, our founding Trustee has stepped into the role, supported by two deputies – Dr Susan Tresman and Shabira Papain, who were also already on the board. The Charity now has 8 Trustees.

We would like to express our gratitude to both our Trustees and Patrons who have been hugely supportive during the year, with many of our Patrons donating their time and their talents in assisting with our fundraising events over the past twelve months. We look forward to working with them all in the future.

Grants

This year we have been very fortunate to receive a number of grants for a selection of purposes. We are immensely grateful to the following funders for their support - without their donations, we would not be able to maintain our levels of horse care or provide the range of community services that we offer. In a challenging financial climate, their contribution is all the more appreciated, as other fundraising streams continue to be impacted so heavily.

- Amber's fund
- Charles Lewis Foundation
- Community Foundation for Surrey
- Hilary Tangye
- High Sheriff Youth Awards Scheme
- Hilda Holmes Charitable Trust
- Horace Moore Charitable Trust
- Horses4Health
- John Cowan Foundation
- Masonic Charitable Foundation
- Simon and Hania Cox Trust
- The David Williamson Trust
- The William Brake Foundation



Website and Social Media

Our website and social media channels continue to play an important part in the communication of Mane Chance. The number of people engaging with our output has continued to increase this year bringing new supporters to the Sanctuary. The charity currently uses facebook, twitter, Instagram and LinkedIn and posts daily on all channels. During the next financial year, we are planning on updating the website to maximise it's potential – conscious of how quickly technological practices and trends change, it is important to not get left behind. Increased video content is planned to engage the user and simplified crumb trails are important to encourage interaction.

The online shop also proves to be an important source of fundraising, and we have continued to expand our stock range as we are aware that we are becoming for some a go-to for gifts and cards, both online and via our Sanctuary shop. Last year saw the highest amount raised from this income stream, the second year in a row that this has happened.

NEWC membership:

We continue to engage actively as a member of the National Equine Welfare Council and have attended online meetings, broadening our network of contacts with equine welfare stakeholders. We have also been able to support their work by engaging with surveys and have volunteered to increase our participation in their campaigns over the coming years.

Next Year:

We are hopeful that 2023-2024 will allow us to bring some of our plans to fruition, however, we are mindful of the continuing cost of living crisis and the impact that we are already seeing on donations and funding. It is looking to be another challenging year for Mane Chance, as it will be for all charities.

We do have some projects that we hope to complete wherever possible over the coming 12 months including:

- Continued process to obtain planning consent for the new community facilities building
- Completion of phase 2 of the laminitis support project
- Production of a parent/teacher pack to support the Chance2Be project
- Production of a Mane Chance equine horse care handbook
- Production of a corporate fundraising pack
- Production of a community fundraising pack, aimed at schools and local groups wishing to support us
- Upgrade to the charity website, including a possible redesign.
- Launch of a legacy scheme

Charity Policies and Procedures:

Policies continue to be reviewed and updated on an ongoing basis, as do our charity delivery plan, business continuity plan, business impact analysis and risk matrices. Our safeguarding and health and safety policies, together with our DBS checks, continue to be maintained and updated where required.

I just wanted to say how much my sister and I enjoyed yesterday's visit to Mane Chance. We were very impressed by the knowledge and care shown by all the staff we met. You are truly a dedicated group of people doing a wonderful job. We very much enjoyed meeting the horses and ponies."

Visitor

Over the past three months she has blossomed from being a quiet, insular girl to one who now smiles and seems more comfortable in her own skin. This increase in confidence and self-belief in my opinion correlates directly with the experience she has had at Mane Chance."

Parent



Financial Review

Summary of Financial Position:

In this financial year, the charitable company had as at 31st March 2023, aggregate reserves of £934,128 which included specifically designated reserves for a capital project of £345,418 (2022 £777,247 including designated reserves of £345,418). The company had a net surplus of £156,881 (2022 surplus of £357,080).

Statement of Directors' and Trustees' Responsibilities:

The charity Trustees, who are also Directors, are responsible for preparing the Trustees' Annual Report and financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and Applicable Law).

Company law requires the charity's Directors and Trustees to prepare financial statements which give a true and fair view of the state of affairs of the charitable Company and of the incoming resources and application of resources, including its income and expenditure, in that period.

In preparing those financial statements, the Directors and Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 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 will continue in business.

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

Reserves Policy:

This policy outlines the charity's approach to building and maintaining financial reserves including how such reserves are managed. It aims to:

- Provide the charity with adequate financial stability and the means to address any unforeseen circumstances.
- Ensure the continuity of services for all beneficiaries without unnecessary interruption.
- Ensure that Restricted and Unrestricted Funds are managed in an appropriate manner.

Context

In the Trustees' view reserves should provide the charity with adequate financial stability and the means to address any unforeseen circumstances in order to:

- Provide lifetime care for all animals in its care.
- Offset temporary fluctuations in income.
- Mitigate the impact of measures beyond its control that could reduce the predicted inflow of funds such as an economic downturn, loss in public confidence or other exogenous shock.

The policy recognises that as the majority of the beneficiaries of the community work consist of adults and children with issues, both physical and emotional, that the Charity must protect against an interruption of services as we have committed to supporting them through challenging times. For those who have mental health issues, the importance of consistency is paramount and so it is a necessary consideration that the provision of our services is maintained wherever possible.

The policy is intended to maintain a level of reserves that will enable the charity to adjust and respond to any significant change in resources through unplanned events. These funds have been set aside to allow instant response to such a situation to ensure that all mitigating actions are taken to restore the services as soon as possible.

Reserves Calculation

To calculate the amount of reserves held under this policy, an exercise will be completed each year, in conjunction with the preparation of the Trustees Annual Report, to analyse the source of income using a risk based approach, together with the relevance and essential nature of our expenditure with regards to the core purposes of the charity. Based on this exercise, the level of unrestricted reserves required will be agreed by the Trustees which reflects approximately 9 months of predicted expenditure on equine activities plus 3 months of predicted expenditure on community activities. These timescales would allow the charity to prepare and execute a suitable exit strategy for both the community beneficiaries and the animals in the care of the charity, ensuring that there is time to prepare the community beneficiaries for an end to their work with us and find alternative provision for them but also to rehome the horses, chickens and dog.

Currently, the charity is holding £217,647 in unrestricted income reserves (Note 11 of the accounts).

Designated Funds

From time to time, additional reserves may be established and held as designated funds in addition to unrestricted reserves in order to:

- build resilience against other identified risks
- fund large capital projects such as the renovation of facilities, purchase of equipment or the installation of new systems.

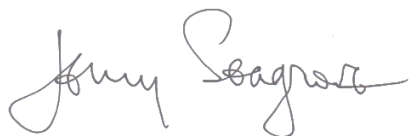
Currently, the charity is holding £345,418 in designated funds, allocated to the community facilities building project.

Management of Reserves

Any reserves should be held in appropriate and accessible, low-risk investments.

The trustees have no plans to seek borrowings from any source.

The Trustees will review the reserves on an annual basis to ensure that it is sufficient to meet the needs of the Charity. During the annual review of reserves, the trustees may seek professional investment advice in order to consider other appropriate investment vehicles to hold such reserves.



This report was approved by the trustees on 14th December 2023 and signed on their behalf by Ms Jenny Seagrove.

Independent examiners report to the directors/trustees of Mane Chance Sanctuary Limited

I report to the charity trustees on my examination of the accounts of the company for the year ended 31st March 2023, which are set out on pages 12 to 21.

Responsibilities and basis of report

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

Having satisfied myself that the accounts 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 charity's accounts 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 the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants', 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:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts 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 accounts 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.



Bhirendra S Patel FCCA
Fellow of the Association of Chartered Certified Accountants
D Stoker & Co.
Registered Accountants
Abacus House
367 Blandford Road
Beckenham, Kent BR3 4NW

14/12/2023

**Statement of Financial Activities
For the year to 31 March 2023**

	Notes	2023 – Year			2022 - Year		
		Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Income							
Grants for specific projects	1	-	7,683	7,683	-	12,000	12,000
Donations, fund raising, public collections		320,257	7,000	327,257	253,737	-	253,737
Legacies		96,411	-	96,411	360,789	-	360,789
Gift aid		26,661	-	26,661	10,445	-	10,445
Events income		77,565	-	77,565	21,109	-	21,109
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
		520,894	14,683	535,577	646,080	12,000	658,080
Other Income							
Chance2Be project donations and fees		-	25,436	25,436	-	28,958	28,958
Miscellaneous income		26,135	-	26,135	22,902	-	22,902
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
		547,029	40,119	587,148	668,982	40,958	709,940
Expenditure on Raising Funds							
Indirect fund-raising costs		(14,627)	(-)	(14,627)	(21,892)	(-)	(21,892)
Charitable activities:							
Animal welfare / community sessions costs		(311,112)	(61,911)	(373,023)	(232,500)	(70,062)	(302,567)
Rent		(1)	(-)	(1)	(1)	(-)	(1)
Administration expenses		(42,616)	(-)	(42,616)	(28,400)	(-)	(28,400)
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total Expenditure		(368,356)	(61,911)	(430,267)	(282,798)	(70,062)	(352,860)
Net(deficit)/ income	11	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
		178,673	(21,792)	156,881	386,184	(29,104)	357,080
Total funds b/fwd		161,933	109,379	271,312	56,157	138,483	194,640
Transfers to Designated and Contingency fund		(57,130)	-	(57,130)	(280,408)	-	(280,408)
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total funds carried forward		283,476	87,587	371,063	161,933	109,379	271,312
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

Balance Sheet
At 31 March 2023

	Notes	2023 £	£	2022 £	£
Fixed Assets	6		85,558		100,197
Current Assets					
Stock	7	13,957		12,035	
Debtors	8	7,298		11,016	
Investments		148,356		157,107	
Cash at bank and in hand		699,550		540,976	
		869,161		721,134	
Liabilities					
Creditors: amounts falling due within one year	9	(20,591)		(44,084)	
Net current assets			848,570		677,750
Net assets			934,128		777,247
Funds of the charity					
Restricted income funds	11	87,587		109,379	
Unrestricted income funds	11	283,476		161,933	
Unrestricted Contingency fund	11	217,647		160,517	
Designated fund	11	345,418		345,418	
Total charity funds			934,128		777,247

The director's statements required by Sections 475(2) and (3) are shown on the following page, which forms part of this Balance Sheet.

The notes on pages 18 to 21 form an integral part of these financial statements.

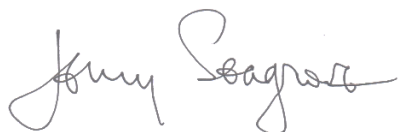
Director's statement required by Sections 475(2) and (3)
For the year ended 31 March 2023

In approving these financial statements as director of the company, I hereby confirm:

- (a) that for the year stated above the company was entitled to the exemption conferred by Section 477 of the Companies Act 2006
- (b) that no notice has been deposited at the registered office of the company pursuant to Section 476 requesting that an audit be conducted for the year ended 31 March 2023; and
- (c) that I acknowledge my responsibilities for:
 - (1) ensuring that the company keeps accounting records which comply with Section 386 ; and
 - (2) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit or loss for the year then ended in accordance with the requirements of Section 393 and which otherwise comply with the provisions of the Companies Act 2006 relating to financial statements, as far as applicable to the company.

These financial statements have been prepared in accordance with the provisions applicable to small companies subject to small Companies regime and in accordance with FRS 102 SORP.

The financial statements were approved by the board on 14 December 2023 and signed on its behalf by Jenny Seagrove



Ms Jenny Seagrove
Director

Registration number 07796432

The notes on pages 18 to 21 form an integral part of these financial statements.

Notes to the Accounts

1. Basis of preparation and Accounting policies

Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts.

The accounts have been prepared in accordance with:

The statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014

And with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS102) and with the Charities Act 2011.

Preparation of accounts on a going concern basis

The Trustees assessment is that the charitable company is a going concern and accounts have been prepared on that basis.

Income recognition policies

Items of income are recognised and included in the accounts when all of the following criteria are met:

The charity has entitlement to the funds

Any performance conditions attached to the item of income have been met or are fully within the control of the charity

There is sufficient certainty that receipt of the income is considered probable; and the amount can be measured reliably.

For legacies, entitlement is taken as the earlier of:

The date on which the charitable company is aware that probate has been granted;

The estate has been finalised and notification has been made by the executor to the trust that a distribution will be made; or

When a distribution is received from the estate.

Receipt of a legacy, in whole or part is only considered probable when the amount can be measured reliably and the charitable company has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charitable company or the charitable company is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated services

Donated goods and services are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the item is probable and the economic benefit can be measured reliably.

Leases

Assets acquired under finance leases are capitalised and the outstanding future lease obligations are shown in creditors. Operating lease rentals are charged to the profit and loss account on a straight-line basis over the period of the lease.

Fund Accounting

Unrestricted funds are available for use at the discretion of the directors in furtherance of the general objectives of the charitable company.

Restricted funds are subjected to specific restrictions on their expenditure imposed by the donor.

Taxation

The charge for taxation is based on the taxable profit for the year that is not covered by the Company's tax exemption with HM Revenue & Customs.

Income

Donations are accounted for as income once the Charitable company has received the amount of the donation in the form of cash, cheque or bank transfer. Intangible income is valued at the cost of provision by the relevant 3rd party or where this information is not available, at Directors' estimate.

Depreciation

Fixed assets are depreciated on a straight-line basis as stated here-under. A full year's depreciation is provided in the year of addition.

Site Improvements – 10% and 20% of cost per annum on a straight-line basis

Portable Buildings - 20% of cost per annum on a straight-line basis

Plant and Machinery – 20% of cost per annum on a straight-line basis

Furniture, Fixtures and Equipment – 20% of cost per annum on a straight-line basis

Motorised Vehicles – 25% of cost per annum on a straight-line basis

Government grants

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the company will comply with the conditions attaching to them and the grants will be received.

Government grants are recognised using the accrual model and the performance model.

Under the accrual model, government grants relating to revenue are recognised on a systematic basis over the periods in which the company recognises the related costs for which the grant is intended to compensate. Grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs are recognised in income in the period in which it becomes receivable. Grants relating to assets are recognised in income on a systematic basis over the expected useful life of the asset.

Where part of a grant relating to an asset is deferred, it is recognised as deferred income and not deducted from the carrying amount of the asset.

Under the performance model, where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met.

Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

2 Income and expenditure

	2023	2022
	£	£
Accountant's remuneration and associated services	1950	3,146
	—	—

3. Directors' and Trustees' Remuneration

The directors received no remuneration from the charity in this accounting year (2022 nil).

4 Staff numbers and costs

The Company employed on average six full-time and two part-time members of staff during the period. The gross payroll costs were £191,988 (2022 £186,067) and employer's National Insurance costs were £13,946 (2021 £14,776).

5. Taxation

The Company did not generate a taxable profit in the year.

6. Fixed Assets

	Site Improvements £	Portable Buildings £	Plant & Machinery £	FF&E £	Motor £	Total £
Cost						
As at 1 April 2022	191,863	35,191	30,728	1,450	83,873	343,105
Additions	-	11,386	-	-	-	11,386
	_____	_____	_____	_____	_____	_____
As at 31 March 2023	191,863	46,577	30,728	1,450	83,873	354,491
	_____	_____	_____	_____	_____	_____
Aggregate Depreciation						
As at 1 April 2022	120,693	31,854	27,888	1,450	61,393	242,908
Charge for the year	10,132	2,983	1,160	-	11,750	26,025
	_____	_____	_____	_____	_____	_____
As at 31 March 2023	130,455	34,837	29,048	1,450	73,143	268,933
	_____	_____	_____	_____	_____	_____
Net Book Value 31 March 2023	61,408	11,740	1,680	-	10,730	85,558
	_____	_____	_____	_____	_____	_____
Net Book Value 31 March 2022	71,170	3,337	2,840	-	22,850	100,197
	_____	_____	_____	_____	_____	_____

7 Stock

	2023 £	2022 £
Stock of consumables and merchandise for resale	13,957	12,035
	_____	_____

8 Debtors

	2023 £	2022 £
Monies due from Comedy night, Theatre Royal Windsor	-	6,121
Community Debtors	2,460	2,415
Gift Aid	4,838	2,047
Prepayments	-	433
	<hr/>	<hr/>
	7,298	11,016
	<hr/>	<hr/>

9 Creditors: amounts falling due within one year

	2023 £	2022 £
Trade Creditors	7,470	3,481
Accruals and deferred Grants	8,563	37,738
Event Creditors	4,558	2,865
	<hr/>	<hr/>
	20,591	44,084

10 Share Capital

The Company is a private company, limited by guarantee and therefore has no share capital.

11 Reserves

	Designated Community Continuity Fund	Contingency Unrestricted	Unrestricted	Restricted	Total
					£
As at 1 April 2022	345,418	160,517	161,933	109,379	777,247
Net (deficit) for year	-	-	178,673	(21,792)	156,881
Transfers	-	57,130	(57,130)	-	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
As at 31 March 2023	345,418	217,647	283,476	87,587	934,128

12 Related party disclosures

Being a charitable organisation, several of the Directors and Trustees have made donations in cash to the Company in the year.