

# NORFOLK FWAG

England & Wales · Charity number 1148844

## Details

|                |                                                         |
|----------------|---------------------------------------------------------|
| Other names    | FARM CONSERVATION LIMITED                               |
| Status         | Registered                                              |
| Legal form     | Charitable company                                      |
| Company number | <a href="#">07868028</a>                                |
| Registered     | 2012-09-05                                              |
| Register       | <a href="#">View on the Charity Commission register</a> |

## Contact

|         |                                                                                                 |
|---------|-------------------------------------------------------------------------------------------------|
| Address | MacGregor Building<br>Norfolk Showground<br>Dereham Road<br>New Costessey<br>Norwich<br>NR5 0TT |
| Phone   | 01603881947                                                                                     |
| Email   | <a href="mailto:Clarke@swallowbarns.co.uk">Clarke@swallowbarns.co.uk</a>                        |
| Website | <a href="http://www.norfolkfwag.co.uk">www.norfolkfwag.co.uk</a>                                |

## Activities

**Objects:** 1 BY ENCOURAGING LAND OWNERS, FARMERS AND OTHER STAKEHOLDERS TO MANAGE THEIR LAND IN SUCH A WAY AS TO PROMOTE FOR THE BENEFIT OF THE PUBLIC THE CONSERVATION, PROTECTION AND IMPROVEMENT OF THE PHYSICAL AND NATURAL ENVIRONMENT;2 TO ADVANCE THE EDUCATION THE PUBLIC, PARTICULARLY THE FARMING COMMUNITY AND THE AGRICULTURAL SECTOR IN CONSERVATION AND BIODIVERSITY

**Activities:** Provide farmers and landowners with the best independent technical advice and practical guidance on environmental enhancement of the farmed environment. Preserve natural resources on & off farm, such as soil & water. Norfolk FWAG is communicating the importance of conservation on farmland to farmers, future generations and the wider public.

## Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, Environment/conservation/heritage
- **Who:** Other Defined Groups, The General Public/mankind

## Geography

- Throughout England And Wales

## Finances

| Period end | Income   | Expenditure | Assets | Employees |
|------------|----------|-------------|--------|-----------|
| 2024-12-31 | £468,471 | £419,866    | -      | -         |
| 2023-12-31 | £245,999 | £298,399    | -      | -         |
| 2022-12-31 | £244,267 | £224,216    | -      | -         |
| 2021-12-31 | £417,248 | £233,597    | -      | -         |
| 2020-12-31 | £206,405 | £180,619    | -      | -         |

## Trustees

| Name                         | Role | Appointed  |
|------------------------------|------|------------|
| CLARKE WILLIS                |      | 2012-07-02 |
| Charles James Weddall Sayer  |      | 2024-12-10 |
| Charlotte Anne Palmer        |      | 2024-12-10 |
| John P B Barrett             |      | 2020-06-03 |
| Joseph John Leonard Mitchell |      | 2019-09-10 |
| Louise Margaret Bond         |      | 2025-11-25 |
| Michael Craig Rae            |      | 2018-12-20 |
| Michael Llewellyn Edwards    |      | 2023-12-05 |
| Nicholas James Anema         |      | 2022-11-10 |
| Richard William Evans        |      | 2023-05-03 |
| Sue Lord                     |      | 2017-11-08 |

**NORFOLK FWAG**

England & Wales - Charity number 1148844

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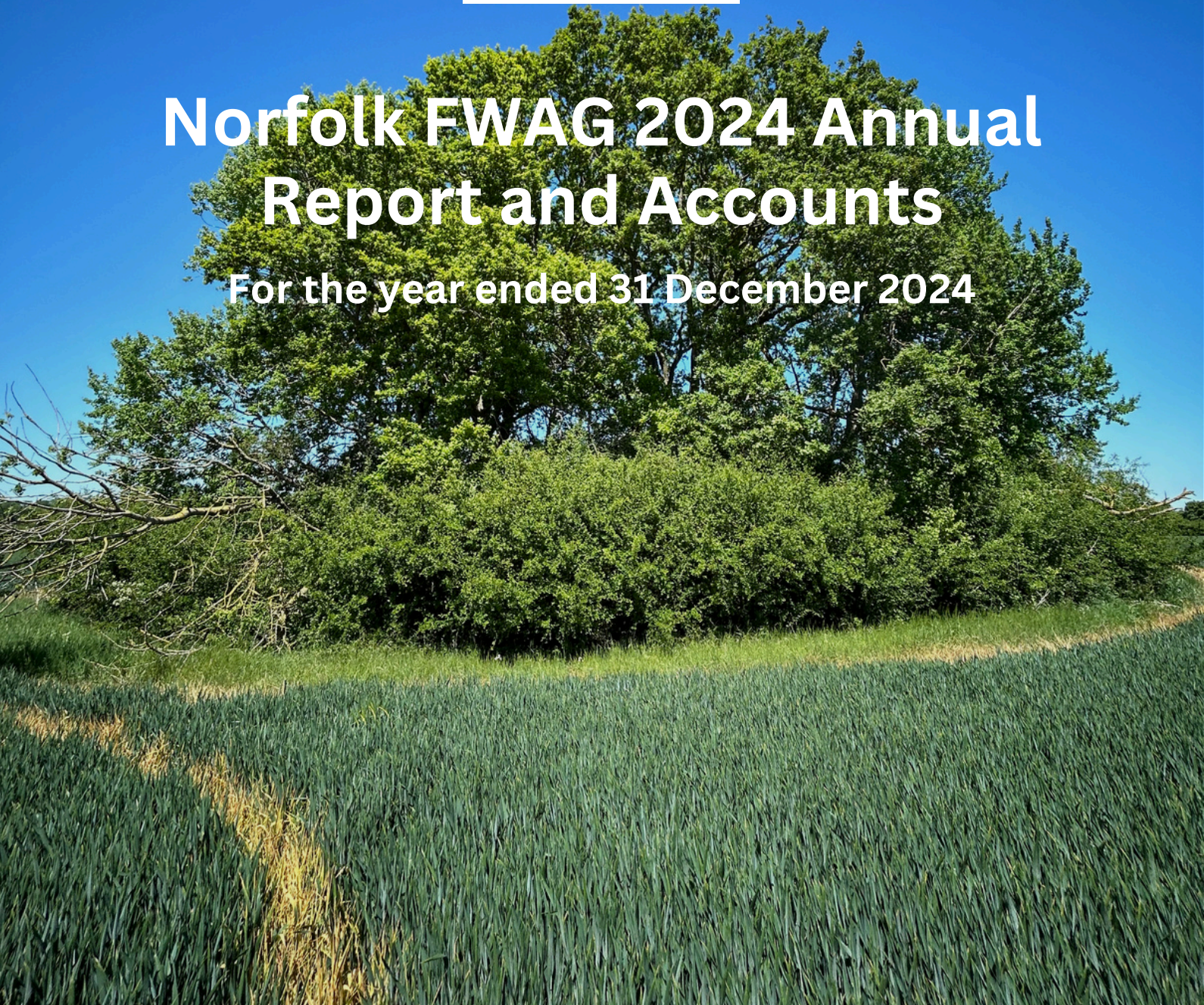
# Accounts

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# Norfolk FWAG 2024 Annual Report and Accounts

For the year ended 31 December 2024



Registered No. 07868028  
Charity No. 1148844

Registered number: 07868028  
Charity number: 1148844

**NORFOLK FWAG**  
(A company limited by guarantee)

**UNAUDITED**  
**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 DECEMBER 2024**

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**Trustees**

G R Anderson (resigned 10 December 2024)  
N J Anema  
J P B Barrett  
M L Edwards  
R W Evans  
T N Guyer (resigned 10 December 2024)  
S E Lord  
J J L Mitchell, Chairman  
C A Palmer (appointed 10 December 2024)  
M C Rae  
C J W Sayer (appointed 10 December 2024)  
D C Willis MBE

**Company registered  
number**

07868028

**Charity registered  
number**

1148844

**Registered office**

MacGregor Building, Norfolk Showground  
Dereham Road  
New Costessey  
Norwich  
Norfolk  
NR5 0TT

**Company secretary**

D C Willis MBE

**Independent examiner**

Larking Gowen LLP  
Chartered Accountants  
Prospect House  
Rouen Road  
Norwich  
NR1 1RE

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

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The Trustees present their annual report together with the financial statements of the Company for the year 1 January 2024 to 31 December 2024. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

**Policies and objectives**

**a. Mission Statement (How we work towards the vision every day)**

Norfolk FWAG will support farmers and landowners to futureproof their land for the benefit of farming and wildlife, ensuring the long-term survival and prosperity of the Norfolk landscape.

**b. Vision Statement (What we are working towards)**

Norfolk FWAG will advise on and contribute to Norfolk's landscape becoming an exemplar region for cohesion and farm business success.

**c. The Charity's Objects**

1. By encouraging landowners, farmers and other stakeholders to manage their land in such a way as to promote, the conservation, protection and improvement of the physical and natural environment for the benefit of the public.
2. To advance the education of the public, particularly the farming community and the agricultural sector in conservation and biodiversity.

The activities of the Charity are as follows:

- Support farmers in their work to deliver wildlife conservation within productive farming systems.
- Provide farmers and landowners with the best independent technical advice and practical guidance on environmental enhancement of the farmed environment.
- Preserve natural resources on & off farm, such as soil & water.
- Seek to work with landowners to preserve and maintain the historic environment and landscape heritage inherited by farmers today.
- Inspire and communicate the importance of conservation on farmland to farmers, future generations and the wider public.
- Work in collaboration with partner organisations and other FWAG groups.
- Inform members of wider environmental issues/schemes and access to funding.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

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**NORFOLK FWAG**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

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**Policies and objectives (continued)**

**d. Norfolk FWAG offers a range of services including:**

- Applications for Agri environment and Sustainable Farming Incentive schemes.
- Agreement management, compliance, and claims
- Best practice conservation advice.
- Ecological surveys, habitat management planning and advice.
- Biodiversity offsetting delivery including skylark and newt mitigation.
- Woodland creation applications and management plans
- Facilitation of farmer groups.
- Farm assurance schemes including LEAF marque LANCEP's.
- Farm Environment Plans.

**Report for 2024 - Review of Activities**

**a. Staff**

Henry Walker – Farm Environment Adviser  
Nathen Walker – Technical Manager  
Sasha Ellis – Farm Environment Advisor  
Evan Burdett – Farm Environment Advisor  
Marta Gibbons – Farm Environment Advisor  
Sallyanne Brock – Office Manager  
Jordan Sharman – General Manager  
Bea White – Harper Adams University placement student (left July 24)  
Tom Ewen – Harper Adams University placement student (joined July 24)

Clarke Willis stepped down on the role of Executive Director in November 2024 but continues as a Trustee and Company Secretary, working with the team to support and staff development.

As a benefit of the considerable bursary received from the Estate of Mary Bloomfield, Trustees were keen to provide a bursary for a student gaining a professional qualification in Environmental Land Management. An annual scholarship with a placement year employment at Norfolk FWAG was agreed with Harper Adams University. To be called the Bloomfield Bursary in recognition of our benefactor.

**b. Trustees**

Joe Mitchell continued through 2024 as Chairman. Tim Guyer retired from the Board in December 2023 and at the AGM held in November 2024, Glenn Andreson stood down. We thank both for their service. Charlotte Palmer and Charles Sayer were appointed as Trustees at the 2024 AGM.

**c. Registered Office**

Our office address is The Townsend Room, MacGregor Building, Norfolk Showground, Dereham Road, New Costessey, Norwich, NR5 0TT.

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**NORFOLK FWAG**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

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**Report for 2024 - Review of Activities (continued)**

**d. Review of Activities**

During 2024 the Norfolk FWAG team were busy with a whole range of environmental work:

Chargeable

- Countryside and Environmental Stewardship care and maintenance.
- Countryside Stewardship applications
- NCC Woodland Creation Accelerator Fund and hedgerow planting
- Woodland Management Plans.
- Farm Assurance Schemes
- Ecological surveys

Project

- Facilitation Funds – landscape scale conservation
- Norfolk Ponds Project
- Broadland Test & Trials Land Management Board and the role of a local convenor
- Royal Countryside Fund Farm Resilience Programme

**e. Events**

Norfolk FWAG organised several walks to showcase Norfolk farms which effectively integrate environmental management into their farming business. There were around 60 attendees at each event including farmers, landowners, environmental specialists, and the public, both members and non members of Norfolk FWAG. We acknowledge the support of Anglian Water for the farm walks.

The annual Norfolk FWAG competition for the Ian MacNicol Memorial Trophy was held. The winner was Bruce Seaman Farms, Bedingham Hall Farm with Worstead Estate as runner up and Silfield Ltd, Church Farm, Carleton Forehoe and P F Southgate Ltd, Fen Farm, Attleborough highly commended.

In October 2024 we held the first Norfolk Landscapes Conference & Exhibition at The Norfolk Events Centre on the Showground. Thanks to support from RNAA, NCC, NWT, Albanwise Environment and WWF for their partnership with this event that attracted 450 delegates and was very well received.

**f. Partnership Working**

Norfolk FWAG continued to represent farmers and landowners on the Broads Land Management Group, Norfolk Coast Partnership, Broads Biodiversity Partnership, Norfolk Local Access Forum, NBIS Steering Group, Waveney Catchment Partnership, Broadland Catchment Partnership, Wensum Catchment Partnership, Cluster Landscape Connect, and CWS Steering Group.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

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**Financial review**

**a. Financial Review**

Income statements and forecast summaries are compiled each month and distributed to the Trustees at Board meetings. Age of debt reports are produced quarterly. Board meetings minutes are distributed to the Trustees. 2024 was a year of consolidation with expanded staff numbers and new offices in place we needed to build on the foundations we have and put future structures in place. Trustees agreed to use some of the Legacy funds

Total income for the period was £468,471 (2023: £248,177) and expenditure was £419,866 (2023: £224,216). At the year end the Balance Sheet value was £271,211 (£2023: £222,606).

The table below shows the split of sources of income:

|                                   | 2024(£) | 2023 (£) |
|-----------------------------------|---------|----------|
| Total turnover                    | 468,471 | 248,177  |
| Chargeable income                 | 92,669  | 101,782  |
| Project                           | 272,026 | 85,692   |
| Membership                        | 65,384  | 59,228   |
| Grants/sponsorship incl. interest | 8,392   | 1,475    |
| Legacies                          | 30,000  | -        |

**b. Reserves Policy**

An outline policy on reserves was agreed when Norfolk FWAG was incorporated on 1 December 2011. Reserves have been built up over the years and maintained at a level which ensures that Norfolk FWAG's core activity could continue during a period of any unforeseen difficulty. The reserves themselves are to be as cash reserves with the bank and therefore readily realisable. Expenditure is carefully managed and forecasted. Taking into consideration projected salary and administration costs, the target reserves have been increased with a separate 'Legacy Fund' investment for the longer term.

On 31 December 2024 the charity had unrestricted funds of £259,401 (2023: £222,606), and restricted funds of £11,810 (2023: £nil).

The trustees agreed that under its Charitable status Norfolk FWAG has a sound financial footing. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

**c. Funds Held as Custodian**

The Charity administers the Connecting Nature Fund Grant Scheme on behalf of Norfolk County Council, which is for projects to lessen the impact on the wider environment of large scale development.

The Charity also administers several skylark mitigation funds for developers.

The charity has no entitlement to these funds and hence it is not recognised as income of the charity and is held in a separate bank account.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

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**Structure, governance and management**

**a. Constitution**

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 1 December 2011 which was subsequently amended on 30 May 2012.

The principal object of the company is to encourage landowners, farmers and other stakeholders to manage their land in such a way as to promote for the benefit of the public, the conservation, protection and improvement of the physical and natural environment. Also, to advance the education of the public, particularly the farming community and the agricultural sector in conservation and biodiversity.

**b. Methods of appointment or election of Trustees**

The Charity has put in place a succession plan for the Board to keep a fresh business approach.

The Trustees, who have many combined years in the charitable and commercial sectors have all been provided with additional guidance; A summary version of the Charity Commission's Essential Guide, Norfolk FWAG Annual Business Plan and Norfolk FWAG Management Accounts on a regular basis.

**c. Organisational structure and decision-making policies**

As well as the trustees and board of directors the Charity has an executive steering group of Chairman, Vice Chairman and Company Secretary. Day to Day the Charity is managed by the General Manger, Jordan Sharman.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

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**Statement of Trustees' responsibilities**

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by:

  
.....  
**D C Willis MBE**  
Trustee  
Date: 03/06/2025

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**INDEPENDENT EXAMINER'S REPORT**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

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**Independent examiner's report to the Trustees of Norfolk FWAG ('the Company')**

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 December 2024.

**Responsibilities and basis of report**

As the Trustees of the Company (and its directors for the purposes of 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 the Company's accounts 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 Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

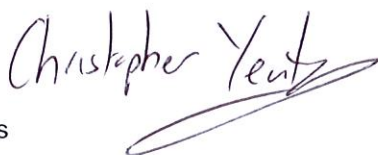
I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

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.

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Company and the Company's Trustees as a body, for my work or for this report.

Signed:



Chris Yeates

Dated:

25 June 2025

FCA DChA

**Larking Gowen LLP**  
Chartered Accountants  
Norwich

**NORFOLK FWAG**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 DECEMBER 2024**

|                                    | Note | Restricted<br>funds<br>2024<br>£ | Unrestricted<br>funds<br>2024<br>£ | Total<br>funds<br>2024<br>£ | Total<br>funds<br>2023<br>£ |
|------------------------------------|------|----------------------------------|------------------------------------|-----------------------------|-----------------------------|
| <b>Income from:</b>                |      |                                  |                                    |                             |                             |
| Donations and legacies             | 3    | -                                | 30,800                             | 30,800                      | 500                         |
| Charitable activities              | 4    | 59,700                           | 370,379                            | 430,079                     | 245,999                     |
| Investments                        |      | -                                | 7,592                              | 7,592                       | 1,678                       |
| <b>Total income</b>                |      | <b>59,700</b>                    | <b>408,771</b>                     | <b>468,471</b>              | <b>248,177</b>              |
| <b>Expenditure on:</b>             |      |                                  |                                    |                             |                             |
| Charitable activities              |      | 47,890                           | 371,976                            | 419,866                     | 298,399                     |
| <b>Total expenditure</b>           |      | <b>47,890</b>                    | <b>371,976</b>                     | <b>419,866</b>              | <b>298,399</b>              |
| <b>Net movement in funds</b>       |      | <b>11,810</b>                    | <b>36,795</b>                      | <b>48,605</b>               | <b>(50,222)</b>             |
| <b>Reconciliation of funds:</b>    |      |                                  |                                    |                             |                             |
| Total funds brought forward        |      | -                                | 222,606                            | 222,606                     | 272,828                     |
| Net movement in funds              |      | 11,810                           | 36,795                             | 48,605                      | (50,222)                    |
| <b>Total funds carried forward</b> |      | <b>11,810</b>                    | <b>259,401</b>                     | <b>271,211</b>              | <b>222,606</b>              |

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 11 to 20 form part of these financial statements.

**NORFOLK FWAG**  
(A company limited by guarantee)  
REGISTERED NUMBER: 07868028

**BALANCE SHEET**  
**AS AT 31 DECEMBER 2024**

|                                                | Note | 2024<br>£             | 2023<br>£             |
|------------------------------------------------|------|-----------------------|-----------------------|
| <b>Fixed assets</b>                            |      |                       |                       |
| Tangible assets                                | 9    | 7,865                 | 8,079                 |
| Investments                                    | 10   | 20                    | 20                    |
|                                                |      | <u>7,885</u>          | <u>8,099</u>          |
| <b>Current assets</b>                          |      |                       |                       |
| Debtors                                        | 11   | 122,498               | 52,536                |
| Cash at bank and in hand                       |      | 294,118               | 275,929               |
|                                                |      | <u>416,616</u>        | <u>328,465</u>        |
| Creditors: amounts falling due within one year | 12   | (153,290)             | (113,958)             |
| <b>Net current assets</b>                      |      | <u>263,326</u>        | <u>214,507</u>        |
| <b>Total net assets</b>                        |      | <u><u>271,211</u></u> | <u><u>222,606</u></u> |
| <b>Charity funds</b>                           |      |                       |                       |
| Restricted funds                               | 13   | 11,810                | -                     |
| Unrestricted funds                             | 13   | 259,401               | 222,606               |
| <b>Total funds</b>                             |      | <u><u>271,211</u></u> | <u><u>222,606</u></u> |

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006. The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

  
.....  
D C Willis MBE  
Trustee  
Date: 03/06/2025

The notes on pages 11 to 20 form part of these financial statements.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

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**1. General information**

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the company. The registered office of the company is Macgregor Building, Norfolk Showground, Dereham Road, New Costessey, Norwich, Norfolk, NR5 0TT.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Norfolk FWAG meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**2.2 Going concern**

After making appropriate enquiries, the Trustees have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

**2.3 Income**

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

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Company, can be reliably measured.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

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**2. Accounting policies (continued)**

**2.4 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

**2.5 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**2.6 Tangible fixed assets and depreciation**

Tangible fixed assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following basis:

|                     |                     |
|---------------------|---------------------|
| Plant and machinery | - 33% Straight line |
|---------------------|---------------------|

**2.7 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of financial activities.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

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**2. Accounting policies (continued)**

**2.8 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.9 Cash at bank and in hand**

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

**2.10 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

**2.11 Financial instruments**

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.12 Pensions**

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

**2.13 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or project funders. The costs of administering such funds are charged against the specific fund.

Investment income, gains and losses are allocated to the appropriate fund.

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2024**

**3. Income from donations and legacies**

|          | <b>Unrestricted<br/>funds<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> | <i>Total<br/>funds<br/>2023<br/>£</i> |
|----------|----------------------------------------------|---------------------------------------|---------------------------------------|
| Legacies | 30,000                                       | <b>30,000</b>                         | -                                     |
| Grants   | 800                                          | <b>800</b>                            | 500                                   |
|          | <u>30,800</u>                                | <u><b>30,800</b></u>                  | <u>500</u>                            |

**4. Income from charitable activities**

|                                | <b>Restricted<br/>funds<br/>2024<br/>£</b> | <b>Unrestricted<br/>funds<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> |
|--------------------------------|--------------------------------------------|----------------------------------------------|---------------------------------------|
| Subscriptions and joining fees | -                                          | 65,384                                       | <b>65,384</b>                         |
| Countryside stewardship        | -                                          | 41,545                                       | <b>41,545</b>                         |
| Other consultancy              | -                                          | 8,024                                        | <b>8,024</b>                          |
| Projects work                  | 59,700                                     | 212,326                                      | <b>272,026</b>                        |
| Woodland management            | -                                          | 4,996                                        | <b>4,996</b>                          |
| Training and events            | -                                          | 798                                          | <b>798</b>                            |
| Species/Habitat surveys        | -                                          | 8,878                                        | <b>8,878</b>                          |
| Assurance schemes              | -                                          | 5,448                                        | <b>5,448</b>                          |
| Sales of goods                 | -                                          | 846                                          | <b>846</b>                            |
| Conference income              | -                                          | 17,388                                       | <b>17,388</b>                         |
| Sponsorship                    | -                                          | 3,083                                        | <b>3,083</b>                          |
| Teaching                       | -                                          | 1,663                                        | <b>1,663</b>                          |
|                                | <u>59,700</u>                              | <u>370,379</u>                               | <u><b>430,079</b></u>                 |

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2024**

**4. Income from charitable activities (continued)**

|                                | <i>Unrestricted<br/>funds<br/>2023<br/>£</i> | <i>Total<br/>funds<br/>2023<br/>£</i> |
|--------------------------------|----------------------------------------------|---------------------------------------|
| Subscriptions and joining fees | 59,228                                       | 59,228                                |
| Countryside stewardship        | 60,252                                       | 60,252                                |
| Other consultancy              | 24,937                                       | 24,937                                |
| Projects work                  | 85,692                                       | 85,692                                |
| Woodland management            | 4,312                                        | 4,312                                 |
| Training and events            | 2,000                                        | 2,000                                 |
| Species/Habitat surveys        | 1,815                                        | 1,815                                 |
| Assurance schemes              | 975                                          | 975                                   |
| Sales of goods                 | 3,488                                        | 3,488                                 |
| Sponsorship                    | 2,600                                        | 2,600                                 |
| Other                          | 700                                          | 700                                   |
|                                | <u>245,999</u>                               | <u>245,999</u>                        |

**5. Analysis of expenditure by activities**

|              | <b>Activities<br/>undertaken<br/>directly<br/>2024<br/>£</b> | <b>Total<br/>funds<br/>2024<br/>£</b> | <i>Total<br/>funds<br/>2023<br/>£</i> |
|--------------|--------------------------------------------------------------|---------------------------------------|---------------------------------------|
| Direct costs | 419,866                                                      | 419,866                               | 298,399                               |
|              | -                                                            | -                                     | -                                     |
|              | <u>419,866</u>                                               | <u>419,866</u>                        | <u>298,399</u>                        |

**Analysis of direct costs**

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2024**

**5. Analysis of expenditure by activities (continued)**

**Analysis of direct costs (continued)**

|                              | <b>Total<br/>funds<br/>2024<br/>£</b> | <i>Total<br/>funds<br/>2023<br/>£</i> |
|------------------------------|---------------------------------------|---------------------------------------|
| Staff costs                  | 257,268                               | 192,640                               |
| Depreciation                 | 5,039                                 | 4,305                                 |
| Office, rent, light and heat | 14,734                                | 14,267                                |
| Travel costs                 | 8,330                                 | 6,736                                 |
| Subscriptions                | 5,904                                 | 3,600                                 |
| Insurance                    | 3,716                                 | 3,267                                 |
| Website and marketing        | 6,682                                 | 4,726                                 |
| Postage                      | 1,403                                 | 1,644                                 |
| Conference costs             | 18,662                                | -                                     |
| Sundry                       | 1,917                                 | 2,535                                 |
| Telephone                    | 2,397                                 | 2,357                                 |
| Training                     | 4,974                                 | 2,731                                 |
| Project costs                | 63,985                                | 29,431                                |
| Event costs                  | 4,725                                 | 4,678                                 |
| Professional fees            | 11,970                                | 16,175                                |
| Bad debts                    | 200                                   | 1,620                                 |
| Bank charges                 | 845                                   | 542                                   |
| Scholarships                 | 4,775                                 | 5,125                                 |
| Accountancy costs            | 2,340                                 | 2,020                                 |
|                              | <u>419,866</u>                        | <u>298,399</u>                        |

**6. Independent examiner's remuneration**

|                                                                                                                     | <b>2024<br/>£</b> | <i>2023<br/>£</i> |
|---------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|
| Fees payable to the Company's independent examiner for the independent examination of the Company's annual accounts | <u>1,750</u>      | <u>1,750</u>      |

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2024**

**7. Staff costs**

|                                                      | <b>2024</b>    | <b>2023</b> |
|------------------------------------------------------|----------------|-------------|
|                                                      | <b>£</b>       | <b>£</b>    |
| Wages and salaries                                   | <b>227,054</b> | 171,814     |
| Social security costs                                | <b>15,451</b>  | 10,342      |
| Contribution to defined contribution pension schemes | <b>14,763</b>  | 10,484      |
|                                                      | <b>257,268</b> | 192,640     |

The average number of persons employed by the Company during the year was as follows:

| <b>2024</b> | <b>2023</b> |
|-------------|-------------|
| <b>No.</b>  | <b>No.</b>  |
| <b>8</b>    | <b>7</b>    |

No employee received remuneration amounting to more than £60,000 in either year.

Remuneration and benefits received by key management personnel in the year totalled £257,268 (2023: £192,640).

**8. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 December 2024, no Trustee expenses have been incurred (2023 - £NIL).

**9. Tangible fixed assets**

|                          | <b>Plant and<br/>machinery<br/>£</b> |
|--------------------------|--------------------------------------|
| <b>Cost or valuation</b> |                                      |
| At 1 January 2024        | 21,133                               |
| Additions                | 4,825                                |
|                          | <b>25,958</b>                        |
| At 31 December 2024      |                                      |

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**NORFOLK FWAG**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2024**

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**9. Tangible fixed assets (continued)**

|                            | <b>Plant and<br/>machinery<br/>£</b> |
|----------------------------|--------------------------------------|
| <b>Depreciation</b>        |                                      |
| At 1 January 2024          | 13,054                               |
| Charge for the year        | 5,039                                |
|                            | <hr/>                                |
| At 31 December 2024        | 18,093                               |
|                            | <hr/>                                |
| <b>Net book value</b>      |                                      |
| At 31 December 2024        | 7,865                                |
|                            | <hr/>                                |
| <i>At 31 December 2023</i> | 8,079                                |
|                            | <hr/>                                |

**10. Fixed asset investments**

|                            | <b>Unlisted<br/>investments<br/>£</b> |
|----------------------------|---------------------------------------|
| <b>Cost or valuation</b>   |                                       |
| At 1 January 2024          | 20                                    |
|                            | <hr/>                                 |
| At 31 December 2024        | 20                                    |
|                            | <hr/>                                 |
| <b>Net book value</b>      |                                       |
| At 31 December 2024        | 20                                    |
|                            | <hr/>                                 |
| <i>At 31 December 2023</i> | 20                                    |
|                            | <hr/>                                 |

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2024**

**11. Debtors**

|                                | 2024<br>£      | 2023<br>£     |
|--------------------------------|----------------|---------------|
| <b>Due within one year</b>     |                |               |
| Trade debtors                  | 50,269         | 29,218        |
| Prepayments and accrued income | 72,229         | 23,318        |
|                                | <u>122,498</u> | <u>52,536</u> |

**12. Creditors: Amounts falling due within one year**

|                                    | 2024<br>£      | 2023<br>£      |
|------------------------------------|----------------|----------------|
| Trade creditors                    | 7,294          | 4,031          |
| Other taxation and social security | 38,246         | 20,472         |
| Pension fund loan payable          | 1,796          | 1,288          |
| Other creditors                    | 25,866         | 27,866         |
| Accruals and deferred income       | 80,088         | 60,301         |
|                                    | <u>153,290</u> | <u>113,958</u> |

Included within other creditors is £25,866 (2023: £27,866) relating to the Connecting Nature Fund grant Scheme and Skylark project. The charity administers the fund on behalf of Norfolk County Council. The fund is for projects to lessen the impact on the wider environment of large scale development. The charity has no entitlement to the funds and hence it is not recognised as income of the charity. The balance at the 31 December represents funding yet to be distributed. Total fund receipts in the year were £nil (2023: £nil) and £2,000 (2023: £10,002) was paid out during the year.

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2024**

**13. Statement of funds**

**Statement of funds - current year**

|                           | Balance at 1<br>January<br>2024<br>£ | Income<br>£    | Expenditure<br>£ | Balance at<br>31<br>December<br>2024<br>£ |
|---------------------------|--------------------------------------|----------------|------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |                |                  |                                           |
| General Funds             | 222,606                              | 408,771        | (371,976)        | 259,401                                   |
| <b>Restricted funds</b>   |                                      |                |                  |                                           |
| Restricted projects       | -                                    | 59,700         | (47,890)         | 11,810                                    |
| <b>Total of funds</b>     | <b>222,606</b>                       | <b>468,471</b> | <b>(419,866)</b> | <b>271,211</b>                            |

**Statement of funds - prior year**

|                           | Balance at<br>1 January<br>2023<br>£ | Income<br>£ | Expenditure<br>£ | Balance at<br>31<br>December<br>2023<br>£ |
|---------------------------|--------------------------------------|-------------|------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |             |                  |                                           |
| General Funds - all funds | 272,828                              | 248,177     | (298,399)        | 222,606                                   |

**14. Pension commitments**

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £14,763 (2023: £10,484). There were contributions payable to the fund at the balance sheet date and are included in creditors of £1,796 (2023: £1,288).

**15. Related party transactions**

During the year, Swallow Barns Group Limited, a company jointly controlled by D C Willis MBE, a trustee, charged the charity £11,970 (2023: £15,700) for management and development services.

**NORFOLK FWAG**

England & Wales - Charity number 1148844

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# Accounts

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**NORFOLK FWAG**  
(A company limited by guarantee)

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**UNAUDITED**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 DECEMBER 2022**

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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**Trustees**

G R Anderson  
N J Anema (appointed 11 November 2022)  
J P B Barrett  
J E R Daniels (resigned 30 December 2022)  
R W Evans (appointed 3 May 2023)  
J Fiennes (resigned 30 December 2022)  
T N Guyer  
S E Lord  
J J L Mitchell, Chairman  
M C Rae  
A R Thornton  
D C Willis MBE

**Company registered number** 07868028

**Charity registered number** 1148844

**Registered office** MacGregor Building, Norfolk Showground  
Dereham Road  
New Costessey  
Norwich  
Norfolk  
NR5 0TT

**Company secretary** D C Willis MBE

**Independent examiner** Larking Gowen LLP  
Chartered Accountants  
Prospect House  
Rouen Road  
Norwich  
NR1 1RE

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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The Trustees present their annual report together with the financial statements of the Company for the year 1 January 2022 to 31 December 2022. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

**Policies and objectives**

**a. Mission Statement**

To provide the best independent farm conservation advice and guidance to our members and provide the facilities for environmental opportunities.

**b. Vision Statement**

Norfolk FWAG will facilitate change on the ground to benefit habitats and species associated with or occurring on farmland.

**c. The Charity's Objects**

1. By encouraging land owners, farmers and other stakeholders to manage their land in such a way as to promote, the conservation, protection and improvement of the physical and natural environment for the benefit of the public.
2. To advance the education of the public, particularly the farming community and the agricultural sector in conservation and biodiversity.

The activities of the Charity are as follows:

- Support farmers in their work to deliver wildlife conservation within productive farming systems.
- Provide farmers and landowners with the best independent technical advice and practical guidance on environmental enhancement of the farmed environment.
- Preserve natural resources on & off farm, such as soil & water.
- Seek to work with landowners to preserve and maintain the historic environment and landscape heritage inherited by farmers today.
- Inspire and communicate the importance of conservation on farmland to farmers, future generations and the wider public.
- Work in collaboration with partner organisations and other FWAG groups.
- Inform members of wider environmental issues/schemes and access to funding.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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**Policies and objectives (continued)**

**d. Norfolk FWAG offers a range of services including:**

- Applications for Agri-environment schemes.
- Agreement management, compliance, and claims
- Best practice conservation advice.
- Ecological surveys, habitat management planning and advice.  
Biodiversity offsetting delivery including skylark and newt mitigation.  
Woodland creation applications and management plans
- Facilitation of farmer groups.
- Farm assurance schemes including LEAF marque LANCEP's.
- Farm Environment Plans.

**Report for 2022 - Review of Activities**

**a. Staff**

Neil Punchard - Managing Director (to December 2022)  
Henry Walker - Farm Adviser  
Nathan Walker – Farm Advisor  
Sasha Ellis - Farm Advisor  
Charlie Ennals - Farm Adviser (to July 2022)  
Evan Burdett – Assistant Farm Advisor (from December 2022)  
Marta Gibbons – Assistant Farm Advisor (from December 2022)  
Sallyanne Brock – Finance Officer (Office Manager from February 2023)

With Neil Punchard leaving Norfolk FWAG and the lack of any suitable replacement the Board agreed that Clarke Willis would take the role of Executive Director from December 2022, not employed by Norfolk FWAG and still a Trustee and Company Secretary, working with the team to support and develop the staff to take the organisation forward.

As a benefit of the considerable bursary received from the Estate of Mary Bloomfield, Trustees were keen to provide a bursary for a student gaining a professional qualification in Environmental Land Management. A scholarship with a placement year employment at Norfolk FWAG was agreed with Harper Adams University and we welcome our first placement in July 2023. To be called the Bloomfield Bursary in recognition of our benefactor.

**b. Trustees**

Our chairman of 6 years, Tim Guyer, stood down after the 2022 AGM and was replaced by Joe Mitchell as Chairman. We recognise the considerable support and expertise that Tim brought to the role and are pleased that he remains a Trustee. Nick Anema was elected to the Board at the 2022 AGM with Jon Daniels and Jake Fiennes standing down at the end of 2022 having completed their term as Trustees and we acknowledge their support over many years. In May 2023 Richard Evans was co-opted onto the Board of Trustees.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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**Report for 2022 - Review of Activities (continued)**

**c. Relocation of Offices**

In late 2022 a lease was signed with the Royal Norfolk Agricultural Association to rent offices in the MacGregor Building on the Norfolk Showground that better suited our purposes. Relocation occurred in December 2022 and from this date our new address is MacGregor Building, Norfolk Showground, Dereham Road, New Costessey, Norwich, NR5 0TT.

**d. Review of Activities**

During 2022 the Norfolk FWAG team were busy with a whole range of environmental work:

**Chargeable**

- Countryside and Environmental Stewardship care and maintenance.
- Countryside Stewardship applications
- Woodland creation and hedgerow planting
- Woodland Management Plans.
- Farm Assurance Schemes
- Ecological surveys

**Project**

- Facilitation Funds – landscape scale conservation
- Norfolk Ponds Project
- Broadland HLF, Water Mill and Marshes – Broadland Tales of the Past and Broads Land Management
- Broadland Test & Trials Land Management Board and the role of a local convenor
- Princes Countryside Trust Farm Resilience Programme

**e. Events**

Norfolk FWAG organised several walks to showcase Norfolk farms which effectively integrate environmental management into their farming business. There were around 60 attendees at each event including farmers, landowners, environmental specialists, and the public, both members and non-members of Norfolk FWAG. We acknowledge the support of Ashtons and Anglian Water for the farm walks and the AGM.

The annual Norfolk FWAG Farm Conservation MacNicol Trophy competition for the Ian MacNicol Memorial Trophy was held. The winner was A R Wilson, Manor Farm, East Winch and the runner up Deepdale Farm, Burnham Deepdale.

Through the Prince's Countryside Trust Farm Resilience Programme, we co-ordinated free business skills training to family farms across Norfolk through a programme of workshops.

**f. Partnership Working**

Norfolk FWAG continued to represent farmers and landowners on the Broads Land Management Group, Norfolk Coast Partnership, Broads Biodiversity Partnership, Norfolk Local Access Forum, NBIS Steering Group, Waveney Catchment Partnership, and Broadland Catchment Partnership.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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**Report for 2022 - Review of Activities (continued)**

**g. Funding Bids**

We were successful in partnership project applications for treasury funding including the Wendling Beck Environment Project (bids to both the Defra Test & Trials and Natural Environment Investment Readiness Fund were successful) and the Broads Peat Partnership.

We were also successful with our tender to Defra, as co-leads of the East of England FWAG Consortium, to deliver Countryside Stewardship advice and options appraisal across the East and Southeast of England, through the Farm and Land Management Advice framework in 2022.

**Financial Review**

Complete income statements and forecast summaries are compiled each month and distributed to the Trustees at Board meetings. Age of debt reports are produced quarterly. Board meetings minutes are distributed to the Trustees.

We received a further £30,000 receipt from the Blomfield legacy in 2022. Total income for the period was £244,267 (2021: £417,248) (including legacy fund charitable donation plus interest) and expenditure was £224,216. The surplus for the year was £20,051 (2021: £183,651). The greater income and surplus in 2021 was due to a legacy of £194,500 received in that year.

The table below shows the split of sources of income:

|                                   | <b>2022 (£)</b> | <b>2021 (£)</b> |
|-----------------------------------|-----------------|-----------------|
| Total turnover                    | 244,267         | 417,248         |
| Chargeable income                 | 104,839         | 109,923         |
| Project                           | 48,455          | 47,896          |
| Membership                        | 55,555          | 53,602          |
| Grants/sponsorship incl. interest | 5,368           | 11,327          |
| Legacies                          | 30,050          | 194,500         |

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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#### Reserves Policy

An outline policy on reserves was agreed when Norfolk FWAG was incorporated on 1 December 2011. Reserves have been built up over the years and maintained at a level which ensures that Norfolk FWAG's core activity could continue during a period of any unforeseen difficulty. The reserves themselves are to be as cash reserves with the bank and therefore readily realisable. Expenditure is carefully managed and forecasted. Taking into consideration projected salary and administration costs the target reserves was increased with a separate 'Legacy Fund' investment for the longer term.

Consideration by the Trustees is given to the actual risks associated with income and expenditure. A summary of the risks to income are:

- Reduced desire from landowners and tenants to enter new Agri-environment schemes when existing agreements expire in anticipation of higher financial rewards from a new scheme in 2024 or rollover/mirroring of existing agreements
- Competition from land agents and other advisers in Norfolk

At 31 December 2022 the charity had unrestricted funds of £272,828 (2021: £252,777). There are no restricted funds.

The trustees agreed that under its Charitable status Norfolk FWAG has a sound financial footing.

#### **Funds Held as Custodian**

The Charity administers the Connecting Nature Fund Grant Scheme on behalf of Norfolk County Council, which is for projects to lessen the impact on the wider environment of large-scale development. The charity has no entitlement to the fund and hence it is not recognised as income of the charity and is held in a separate bank account.

#### **Structure, governance and management**

##### **a. Constitution**

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 1 December 2011 which was subsequently amended on 30 May 2012.

The principal object of the company is to encourage land owners, farmers and other stakeholders to manage their land in such a way as to promote for the benefit of the public, the conservation, protection and improvement of the physical and natural environment. Also, to advance the education of the public, particularly the farming community and the agricultural sector in conservation and biodiversity.

##### **b. Methods of appointment or election of Trustees**

The Charity has put in place a succession plan for both the Board to keep a fresh business approach.

##### **c. Organisational structure and decision-making policies**

As well as the trustees and board of directors, the charity has an executive steering group and staff team. The day to day running of the Charity is managed by the Chairman, Vice-Chairman and Company Secretary.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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**Structure, governance and management (continued)**

The steering group consists of a range of interested parties and well-known organisations including, conservation groups, trusts, councils, landowners and farmers. The steering group's roles and responsibilities are as follows:

Profile raising/Networking  
Technical support  
Events  
Fundraising  
Developing project ideas

The Trustees, who have many combined years in the charitable and commercial sectors have all been provided with additional guidance and; A summary version of the Charity Commission's Essential Guide, Norfolk FWAG Business Plan and Norfolk FWAG Management Accounts on a regular monthly basis.

**Statement of Trustees' responsibilities**

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by:

**D C Willis MBE**  
Trustee  
Date:

  
6<sup>th</sup> June 2023

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**INDEPENDENT EXAMINER'S REPORT**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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**Independent examiner's report to the Trustees of Norfolk FWAG ('the Company')**

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 December 2022.

**Responsibilities and basis of report**

As the Trustees of the Company (and its directors for the purposes of 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 the Company's accounts 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**

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.

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Company and the Company's Trustees as a body, for my work or for this report.

Signed: 

Christopher Yeates FCA DChA

**Larking Gowen LLP**

Chartered Accountants

Norwich

8 June 2023

**NORFOLK FWAG**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 DECEMBER 2022**

|                                    | Note | Unrestricted<br>funds<br>2022<br>£ | Total<br>funds<br>2022<br>£ | Total<br>funds<br>2021<br>£ |
|------------------------------------|------|------------------------------------|-----------------------------|-----------------------------|
| <b>Income from:</b>                |      |                                    |                             |                             |
| Donations and legacies             | 3    | 30,050                             | 30,050                      | 194,500                     |
| Charitable activities              | 4    | 213,729                            | 213,729                     | 222,748                     |
| Investments                        |      | 488                                | 488                         | -                           |
| <b>Total income</b>                |      | <u>244,267</u>                     | <u>244,267</u>              | <u>417,248</u>              |
| <b>Expenditure on:</b>             |      |                                    |                             |                             |
| Charitable activities              |      | 224,216                            | 224,216                     | 233,597                     |
| <b>Total expenditure</b>           |      | <u>224,216</u>                     | <u>224,216</u>              | <u>233,597</u>              |
| <b>Net movement in funds</b>       |      | <u>20,051</u>                      | <u>20,051</u>               | <u>183,651</u>              |
| <b>Reconciliation of funds:</b>    |      |                                    |                             |                             |
| Total funds brought forward        |      | 252,777                            | 252,777                     | 69,126                      |
| Net movement in funds              |      | 20,051                             | 20,051                      | 183,651                     |
| <b>Total funds carried forward</b> |      | <u>272,828</u>                     | <u>272,828</u>              | <u>252,777</u>              |

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 12 to 21 form part of these financial statements.

**NORFOLK FWAG**  
(A company limited by guarantee)

**BALANCE SHEET**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

|                                                | Note | 2022<br>£             | 2021<br>£             |
|------------------------------------------------|------|-----------------------|-----------------------|
| <b>Fixed assets</b>                            |      |                       |                       |
| Tangible assets                                | 9    | 5,567                 | 3,705                 |
| Investments                                    | 10   | 20                    | 20                    |
|                                                |      | <u>5,587</u>          | <u>3,725</u>          |
| <b>Current assets</b>                          |      |                       |                       |
| Debtors                                        | 11   | 45,433                | 77,523                |
| Cash at bank and in hand                       |      | 346,419               | 307,794               |
|                                                |      | <u>391,852</u>        | <u>385,317</u>        |
| Creditors: amounts falling due within one year | 12   | (124,611)             | (136,265)             |
| <b>Net current assets</b>                      |      | <u>267,241</u>        | <u>249,052</u>        |
| <b>Total assets less current liabilities</b>   |      | <u>272,828</u>        | <u>252,777</u>        |
| <b>Total net assets</b>                        |      | <u><u>272,828</u></u> | <u><u>252,777</u></u> |
| <b>Charity funds</b>                           |      |                       |                       |
| Restricted funds                               | 13   | -                     | -                     |
| Unrestricted funds                             | 13   | 272,828               | 252,777               |
| <b>Total funds</b>                             |      | <u><u>272,828</u></u> | <u><u>252,777</u></u> |

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**BALANCE SHEET (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

**D C Willis MBE**  
Trustee

Date:

  
6<sup>th</sup> June 2023

The notes on pages 12 to 21 form part of these financial statements.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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**1. General information**

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the company. The registered office of the company is MacGregor Building, Norfolk Showground, Dereham Road, New Costessey, Norwich, Norfolk, NR5 0TT.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Norfolk FWAG meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**2.2 Going concern**

After making appropriate enquiries, the Trustees have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

**2.3 Income**

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

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Company, can be reliably measured.

**2.4 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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**2. Accounting policies (continued)**

**2.4 Expenditure (continued)**

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

**2.5 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**2.6 Tangible fixed assets and depreciation**

Tangible fixed assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following basis:

|                     |                     |
|---------------------|---------------------|
| Plant and machinery | - 33% Straight line |
|---------------------|---------------------|

**2.7 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of financial activities.

**2.8 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.9 Cash at bank and in hand**

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

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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**2. Accounting policies (continued)**

**2.10 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

**2.11 Financial instruments**

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.12 Pensions**

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

**2.13 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Investment income, gains and losses are allocated to the appropriate fund.

**3. Income from donations and legacies**

|           | <b>Unrestricted<br/>funds<br/>2022<br/>£</b> | <b>Total<br/>funds<br/>2022<br/>£</b> |
|-----------|----------------------------------------------|---------------------------------------|
| Donations | 50                                           | 50                                    |
| Legacies  | 30,000                                       | 30,000                                |
|           | <hr/> 30,050 <hr/>                           | <hr/> 30,050 <hr/>                    |

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**3. Income from donations and legacies (continued)**

|          | <i>Unrestricted<br/>funds<br/>2021<br/>£</i> | <i>Total<br/>funds<br/>2021<br/>£</i> |
|----------|----------------------------------------------|---------------------------------------|
| Legacies | 194,500                                      | 194,500                               |

**4. Income from charitable activities**

|                                | <b>Unrestricted<br/>funds<br/>2022<br/>£</b> | <b>Total<br/>funds<br/>2022<br/>£</b> |
|--------------------------------|----------------------------------------------|---------------------------------------|
| Subscriptions and joining fees | 55,555                                       | <b>55,555</b>                         |
| Countryside stewardship        | 68,177                                       | <b>68,177</b>                         |
| Other consultancy              | 27,063                                       | <b>27,063</b>                         |
| Projects work                  | 48,455                                       | <b>48,455</b>                         |
| Woodland management            | 4,181                                        | <b>4,181</b>                          |
| Training and events            | 900                                          | <b>900</b>                            |
| Species/Habitat surveys        | 2,125                                        | <b>2,125</b>                          |
| Assurance schemes              | 5,368                                        | <b>5,368</b>                          |
| Sales of goods                 | 905                                          | <b>905</b>                            |
| Sponsorship                    | 1,000                                        | <b>1,000</b>                          |
| Other                          | -                                            | -                                     |
|                                | <b>213,729</b>                               | <b>213,729</b>                        |

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**4. Income from charitable activities (continued)**

|                                | <i>Unrestricted<br/>funds<br/>2021<br/>£</i> | <i>Total<br/>funds<br/>2021<br/>£</i> |
|--------------------------------|----------------------------------------------|---------------------------------------|
| Subscriptions and joining fees | 53,602                                       | 53,602                                |
| Countryside stewardship        | 67,476                                       | 67,476                                |
| Other consultancy              | 35,869                                       | 35,869                                |
| Projects work                  | 47,896                                       | 47,896                                |
| Woodland management            | 2,121                                        | 2,121                                 |
| Training and events            | 1,350                                        | 1,350                                 |
| Species/Habitat surveys        | 650                                          | 650                                   |
| Assurance schemes              | 11,327                                       | 11,327                                |
| Sales of goods                 | 2,332                                        | 2,332                                 |
| Other                          | 125                                          | 125                                   |
|                                | <u>222,748</u>                               | <u>222,748</u>                        |

**5. Analysis of expenditure by activities**

|              | <b>Activities<br/>undertaken<br/>directly<br/>2022<br/>£</b> | <b>Total<br/>funds<br/>2022<br/>£</b> |
|--------------|--------------------------------------------------------------|---------------------------------------|
| Direct costs | 224,216                                                      | <b>224,216</b>                        |
|              | -                                                            | -                                     |
|              | <u>224,216</u>                                               | <u><b>224,216</b></u>                 |

|              | <i>Activities<br/>undertaken<br/>directly<br/>2021<br/>£</i> | <i>Total<br/>funds<br/>2021<br/>£</i> |
|--------------|--------------------------------------------------------------|---------------------------------------|
| Direct costs | 233,597                                                      | 233,597                               |

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**5. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

|                              | <b>Total<br/>funds<br/>2022<br/>£</b> | <i>Total<br/>funds<br/>2021<br/>£</i> |
|------------------------------|---------------------------------------|---------------------------------------|
| Staff costs                  | <b>176,559</b>                        | 164,183                               |
| Depreciation                 | <b>1,891</b>                          | 1,800                                 |
| Office, rent, light and heat | <b>10,963</b>                         | 7,809                                 |
| Travel costs                 | <b>5,751</b>                          | 6,727                                 |
| Subscriptions                | <b>2,615</b>                          | 2,355                                 |
| Office consumables           | <b>4,416</b>                          | 5,069                                 |
| Insurance                    | <b>2,669</b>                          | 2,670                                 |
| Website and marketing        | <b>275</b>                            | 436                                   |
| Postage                      | <b>656</b>                            | 348                                   |
| Sundry                       | <b>2,346</b>                          | 4,846                                 |
| Telephone                    | <b>1,597</b>                          | 1,230                                 |
| Training                     | <b>1,747</b>                          | 1,668                                 |
| Accountancy                  | <b>1,400</b>                          | 1,400                                 |
| Project costs                | <b>4,821</b>                          | 29,403                                |
| Event costs                  | <b>1,831</b>                          | 1,626                                 |
| Professional fees            | <b>2,065</b>                          | 215                                   |
| Bad debts                    | <b>2,107</b>                          | 1,455                                 |
| Bank charges                 | <b>507</b>                            | 357                                   |
|                              | <b>224,216</b>                        | 233,597                               |

**6. Independent examiner's remuneration**

|                                                                                                                     | <b>2022<br/>£</b> | <i>2021<br/>£</i> |
|---------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|
| Fees payable to the Company's independent examiner for the independent examination of the Company's annual accounts | <b>1,650</b>      | 1,500             |

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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**7. Staff costs**

|                                                      | <b>2022</b>    | <i>2021</i>    |
|------------------------------------------------------|----------------|----------------|
|                                                      | <b>£</b>       | <i>£</i>       |
| Wages and salaries                                   | <b>154,485</b> | <i>144,848</i> |
| Social security costs                                | <b>10,045</b>  | <i>9,435</i>   |
| Contribution to defined contribution pension schemes | <b>12,029</b>  | <i>9,900</i>   |
|                                                      | <b>176,559</b> | <i>164,183</i> |

The average number of persons employed by the Company during the year was as follows:

| <b>2022</b> | <i>2021</i> |
|-------------|-------------|
| <b>No.</b>  | <i>No.</i>  |
| <b>9</b>    | <i>6</i>    |

No employee received remuneration amounting to more than £60,000 in either year.

Remuneration and benefits received by key management personnel in the year totalled £176,559 (2021: £164,183)

**8. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 December 2022, no Trustee expenses have been incurred (2021 - £NIL).

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2022**

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**9. Tangible fixed assets**

|                            | <b>Plant and<br/>machinery<br/>£</b> |
|----------------------------|--------------------------------------|
| <b>Cost or valuation</b>   |                                      |
| At 1 January 2022          | 11,336                               |
| Additions                  | 3,839                                |
| Disposals                  | (859)                                |
|                            | <hr/>                                |
| At 31 December 2022        | 14,316                               |
|                            | <hr/>                                |
| <b>Depreciation</b>        |                                      |
| At 1 January 2022          | 7,631                                |
| Charge for the year        | 1,891                                |
| On disposals               | (773)                                |
|                            | <hr/>                                |
| At 31 December 2022        | 8,749                                |
|                            | <hr/>                                |
| <b>Net book value</b>      |                                      |
| At 31 December 2022        | 5,567                                |
|                            | <hr/> <hr/>                          |
| <i>At 31 December 2021</i> | 3,705                                |
|                            | <hr/> <hr/>                          |

**10. Fixed asset investments**

|                          | <b>Unlisted<br/>investments<br/>£</b> |
|--------------------------|---------------------------------------|
| <b>Cost or valuation</b> |                                       |
| At 1 January 2022        | 20                                    |
|                          | <hr/>                                 |
| At 31 December 2022      | 20                                    |
|                          | <hr/> <hr/>                           |

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**11. Debtors**

|                                | 2022<br>£     | 2021<br>£     |
|--------------------------------|---------------|---------------|
| <b>Due within one year</b>     |               |               |
| Trade debtors                  | 26,693        | 34,438        |
| Prepayments and accrued income | 18,740        | 43,085        |
|                                | <u>45,433</u> | <u>77,523</u> |

**12. Creditors: Amounts falling due within one year**

|                                    | 2022<br>£      | 2021<br>£      |
|------------------------------------|----------------|----------------|
| Trade creditors                    | 6,146          | 22,219         |
| Other taxation and social security | 18,399         | 14,357         |
| Pension fund loan payable          | 1,332          | 1,545          |
| Accruals and deferred income       | 98,734         | 98,144         |
|                                    | <u>124,611</u> | <u>136,265</u> |

Included within other creditors and accruals is £37,868 (2021: £40,720) relating to the Connecting Nature Fund Grant Scheme and Skylark project. The charity administers the fund on behalf of Norfolk County Council. The fund is for projects to lessen the impact on the wider environment of large scale development. The charity has no entitlement to the funds and hence it is not recognised as income of the charity. The balance at the 31 December represents funding yet to be distributed. Total fund receipts in the year were £Nil (2021: £25,792) and £2,852 (2021: £Nil) was paid out during the year.

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2022**

**13. Statement of funds**

**Statement of funds - current year**

|                           | Balance at 1<br>January<br>2022<br>£ | Income<br>£ | Expenditure<br>£ | Balance at<br>31<br>December<br>2022<br>£ |
|---------------------------|--------------------------------------|-------------|------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |             |                  |                                           |
| General Funds - all funds | 252,777                              | 244,267     | (224,216)        | 272,828                                   |

**Statement of funds - prior year**

|                           | Balance at<br>1 January<br>2021<br>£ | Income<br>£ | Expenditure<br>£ | Balance at<br>31<br>December<br>2021<br>£ |
|---------------------------|--------------------------------------|-------------|------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |             |                  |                                           |
| General Funds             | 69,126                               | 417,248     | (233,597)        | 252,777                                   |

**14. Pension commitments**

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £12,029 (2021: £9,900). There were contributions payable to the fund at the balance sheet date and are included in creditors of £1,332 (2021: £1,545).

**15. Related party transactions**

During the year, Swallow Barns Group Limited, a company jointly controlled by D C Willis MBE, a trustee, charged the charity £1,600 (2021: £nil) for management and development services.



**NORFOLK FWAG**

England & Wales - Charity number 1148844

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# Accounts

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**NORFOLK FWAG**  
**(A company limited by guarantee)**  
**UNAUDITED**  
**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

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|                                  |                                                                                                                                                                                                                        |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Trustees</b>                  | G R Anderson<br>J P B Barrett<br>J E R Daniels<br>J Fiennes<br>T N Guyer, Chairman<br>R W Haddow, Vice Chairman (resigned 31 December 2021)<br>S E Lord<br>J J L Mitchell<br>M C Rae<br>A R Thornton<br>D C Willis MBE |
| <b>Company registered number</b> | 07868028                                                                                                                                                                                                               |
| <b>Charity registered number</b> | 1148844                                                                                                                                                                                                                |
| <b>Registered office</b>         | Honingham Thorpe<br>Norwich Road<br>Colton<br>Norwich<br>Norfolk<br>NR9 5BZ                                                                                                                                            |
| <b>Company secretary</b>         | D C Willis MBE                                                                                                                                                                                                         |
| <b>Independent examiner</b>      | Larking Gowen LLP<br>Chartered Accountants<br>King Street House<br>15 Upper King Street<br>Norwich<br>NR3 1RB                                                                                                          |

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the financial statements of Norfolk FWAG (the company) for the year ended 31 December 2020. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

**Objectives and activities**

**a. POLICIES AND OBJECTIVES**

**Mission Statement**

To provide the best independent farm conservation advice and guidance to our members and provide the facilities for environmental opportunities.

**Vision Statement**

Norfolk FWAG will facilitate change on the ground to benefit habitats and species associated with or occurring on farmland.

**The Charity's Objects:**

1. By encouraging land owners, farmers and other stakeholders to manage their land in such a way as to promote, the conservation, protection and improvement of the physical and natural environment for the benefit of the public.
2. To advance the education of the public, particularly the farming community and the agricultural sector in conservation and biodiversity.

**The activities of the Charity are as follows:**

- Support farmers in their work to deliver wildlife conservation within productive farming systems.
- Provide farmers and landowners with the best independent technical advice and practical guidance on environmental enhancement of the farmed environment.
- Preserve natural resources on & off farm, such as soil & water.
- Seek to work with landowners to preserve and maintain the historic environment and landscape heritage inherited by farmers today.
- Inspire and communicate the importance of conservation on farmland to farmers, future generations and the wider public.
- Work in collaboration with partner organisations and other FWAG groups.
- Inform members of wider environmental issues/schemes and access to funding.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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**Objectives and activities (continued)**

**Norfolk FWAG offers a range of services including:**

- Applications for Countryside Stewardship Schemes.
- Compliance checks.
- Best practice conservation advice.
- Species surveys, habitat management planning and advice.
- Farm Environment Plans.
- Facilitation of Farmer Groups
- Farm Assurance schemes

**Achievements and Performance**

**BUSINESS MANAGERS REPORT FOR 2021 - REVIEW OF ACTIVITIES**

**Staff**

Norfolk FWAG had six members of staff during 2021:

Mike Edwards/Neil Punchard - Business Manager/Managing Director  
Henry Walker - Farm Adviser  
Charlie Ennals - Farm Adviser  
Sasha Ellis – Farm Support Adviser  
Sallyanne Brock – Finance Officer

Mike Edwards was in post as Business Manager until the 31st May 2021. Neil Punchard was appointed Managing Director in May 2021 and took up post from the 1st July 2021.

During 2021 the Norfolk FWAG team were busy with a whole range of environmental work:

**Chargeable**

- Countryside and Environmental Stewardship care and maintenance.
- Countryside Stewardship applications
- Woodland creation and hedgerow planting
- Woodland Management Plans.
- Farm Assurance Schemes e.g. LEAF marque.

**Project**

- Facilitation Funds – landscape scale conservation (Wissey and Glaven)
- Norfolk Ponds Project
- Broad's HLF, Water Mill and Marshes – Broadland Tales of the Past and Broads Land Management
- Broads Test & Trials Land Management Board and the role of a local convenor
- Princes Trust Farm Resilience Programme

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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**(continued)**

**Events**

Norfolk FWAG organised two farm walks to showcase Norfolk farms which effectively integrate environmental management into their farming business. There were around 40 attendees at each event including farmers, landowners, environmental specialists and the general public, both members and non members of Norfolk FWAG. The first was Dillington Hall, near Dereham to showcase the Wendling Beck Environment Project and discuss Landscape Recovery and Biodiversity Net Gain projects underway. The second was at Kenn Hill, North Norfolk Coast, with a focus Regenerative agriculture and rewilding. Numerous smaller knowledge exchange events, including our work with the facilitation funds in the Glaven and Wissey, covered topics including regenerative agriculture.

Covid-19 restrictions impacted project delivery and meant that the annual Norfolk FWAG Farm Conservation competition for the Ian MacNicol Memorial Trophy was put on hold for 2021. The Green Hay project with Norfolk Wildlife Trust and local contractors continued to enhance and restore wildflower meadows and received a welcome financial contribution from Norfolk Rivers Trust using Botanica funding via the WWF.

Through the Prince's Farm Resilience Programme we co-ordinated free business skills training to family farms across Norfolk through a programme of seven workshops which focus on different business skills to maximise profitability and resilience.

**Partnership working**

Norfolk FWAG continued to represent farmers and landowners on the Broads Land Management Group, Norfolk Coast Partnership, Broads Biodiversity Partnership, Norfolk Local Access Forum, NBIS Steering Group, Waveney Catchment Partnership, and Broadland Catchment Partnership.

**Funding bids**

We were successful in partnership project applications for treasury funding including the Wendling Beck Exemplar Project (bids to both the Defra Test & Trials and Natural Environment Investment Readiness Fund were successful) and the Broads Peat Partnership.

We were also successful with our tender to Defra, as co-leads of the East of England FWAG Consortium, to deliver Countryside Stewardship advice and options appraisal across the East and South East of England, through the Farm and Land Management Advice framework in 2022.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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**a. FINANCIAL REVIEW**

Complete income statements and forecast summaries are compiled each month and distributed to the Trustees at Board meetings. Age of debt reports are produced quarterly. Management board meetings are held every 3 months and these all have complete agendas to include management accounts. Board meetings are minuted and the minutes are distributed to the Trustees. Trustees meetings are held accordingly.

We received a £194,500 donation from the Blomfield legacy in 2021. Total income for the period was £417,248 (including £194,505 – legacy fund charitable donation plus interest) and expenditure was £233,597. The surplus for the year was £183,651 although if the legacy funding is excluded we made a loss of £10,854 which is not unexpected in such a transition year with recruitment of a Managing Director half way through the year resulting in a higher salary for the position. A new advisor had also been appointed who was living out of County and we incurred relocation (sundry) expenses that were not forecast. Covid-19 restrictions impacted project delivery and income. Dealing with queries from the Rural Payments Agency resulted in considerable non-chargeable time for advisers.

The combination of chargeable work, and membership and project income, was the main source of finance (excluding the charitable donation) during the whole financial year as the table below shows.

|                                   | 2021     |
|-----------------------------------|----------|
| Total £ turnover                  | £417,248 |
| Chargeable income                 | £109,923 |
| Projects                          | £47,896  |
| Membership                        | £53,602  |
| Grants/sponsorship incl. interest | £11,327  |
| Legacies                          | £194,500 |

The trustees agreed that under its charitable status Norfolk FWAG has a sound financial footing.

**Structure, governance and management**

**a. Constitution**

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 1 December 2011 which was subsequently amended on 30 May 2012.

The principal object of the company is to encourage land owners, farmers and other stakeholders to manage their land in such a way as to promote for the benefit of the public, the conservation, protection and improvement of the physical and natural environment. Also, to advance the education of the public, particularly the farming community and the agricultural sector in conservation and biodiversity.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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**Structure, governance and management (continued)**

**b. Methods of appointment or election of Trustees**

Charles Sayer, Joe Martin and Clarke Willis were the original Directors of Norfolk FWAG and became Trustees when the Charity was formed in 2012.

Richard Gurney and Lord Julian Romney joined as Charity Trustees in 2012. Richard Gurney retired in 2015 and Lord Julian Romney in 2017.

Andrew Thornton was appointed in December 2013, Tim Guyer in April 2014 and Ross Haddow in August 2014.

Jake Fiennes and Jon Daniels were appointed in July 2016. Sue Lord was appointed in November 2017.

In 2018 Michael Rae was appointed and Joe Martin stepped down.

At the AGM in 2019 Joe Mitchell was appointed. At the 2020 AGM on the 4th November (held by video conference due to the global pandemic) Glenn Anderson and John Barrett were appointed and Charles Sayer stepped down.

The Charity has put in place a succession plan for both the Board to keep a fresh business approach.

**c. Organisational structure and decision-making policies**

As well as the trustees and board of directors the charity has an executive steering group and three full time members of staff. The day to day running of the Charity is managed by Tim Guyer (Chairman), Ross Haddow (Vice-Chairman) and Clarke Willis (Company Secretary).

The steering group consists of a range of interested parties and well-known organisations including, conservation groups, trusts, councils, landowners and farmers. The steering group's roles and responsibilities are as follows:

- Profile raising/Networking
- Technical support
- Events
- Fundraising
- Developing project ideas

The Trustees, who have many combined years in the charitable and commercial sectors have all been provided with additional guidance and;

A summary version of the Charity Commission's Essential Guide.  
Norfolk FWAG Business Plan.  
Norfolk FWAG Management Accounts on a regular monthly basis.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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**Structure, governance and management (continued)**

**Statement of Trustees' responsibilities**

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

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by:



**D C Willis MBE**

Trustee and Company secretary

Date: 25 August 2022

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**INDEPENDENT EXAMINER'S REPORT**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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**Independent examiner's report to the Trustees of Norfolk FWAG ('the Company')**

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 December 2021.

**Responsibilities and basis of report**

As the Trustees of the Company (and its directors for the purposes of 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 the Company's accounts 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**

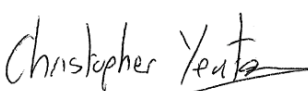
Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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:

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.

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Company and the Company's Trustees as a body, for my work or for this report.

Signed: 

Dated: 31 August 2022

Christopher Yeates FCA DChA

Larking Gowen LLP, Chartered Accountants  
King Street House  
15 Upper King Street  
Norwich  
NR3 1RB

**NORFOLK FWAG**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 DECEMBER 2021**

|                                    | Note | Unrestricted<br>funds<br>2021<br>£ | Total<br>funds<br>2021<br>£ | <i>Total<br/>funds<br/>2020<br/>£</i> |
|------------------------------------|------|------------------------------------|-----------------------------|---------------------------------------|
| <b>Income from:</b>                |      |                                    |                             |                                       |
| Donations and legacies             | 3    | 194,500                            | 194,500                     | 920                                   |
| Charitable activities              | 4    | 222,748                            | 222,748                     | 205,485                               |
|                                    |      | <u>417,248</u>                     | <u>417,248</u>              | <u>206,405</u>                        |
| <b>Total income</b>                |      |                                    |                             |                                       |
| <b>Expenditure on:</b>             |      |                                    |                             |                                       |
| Charitable activities              | 5    | 233,597                            | 233,597                     | 180,619                               |
|                                    |      | <u>233,597</u>                     | <u>233,597</u>              | <u>180,619</u>                        |
| <b>Total expenditure</b>           |      |                                    |                             |                                       |
|                                    |      | <u>183,651</u>                     | <u>183,651</u>              | <u>25,786</u>                         |
| <b>Net movement in funds</b>       |      |                                    |                             |                                       |
| <b>Reconciliation of funds:</b>    |      |                                    |                             |                                       |
| Total funds brought forward        |      | 69,126                             | 69,126                      | 43,340                                |
| Net movement in funds              |      | 183,651                            | 183,651                     | 25,786                                |
|                                    |      | <u>252,777</u>                     | <u>252,777</u>              | <u>69,126</u>                         |
| <b>Total funds carried forward</b> |      |                                    |                             |                                       |

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 12 to 21 form part of these financial statements.

**NORFOLK FWAG**  
(A company limited by guarantee)

**BALANCE SHEET**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

|                                                | Note | 2021<br>£             | 2020<br>£            |
|------------------------------------------------|------|-----------------------|----------------------|
| <b>Fixed assets</b>                            |      |                       |                      |
| Tangible assets                                | 9    | 3,705                 | 1,499                |
| Investments                                    | 10   | 20                    | 20                   |
|                                                |      | <u>3,725</u>          | <u>1,519</u>         |
| <b>Current assets</b>                          |      |                       |                      |
| Debtors                                        | 11   | 77,523                | 54,913               |
| Cash at bank and in hand                       |      | 307,794               | 104,750              |
|                                                |      | <u>385,317</u>        | <u>159,663</u>       |
| Creditors: amounts falling due within one year | 12   | (136,265)             | (92,056)             |
| <b>Net current assets</b>                      |      | <u>249,052</u>        | <u>67,607</u>        |
| <b>Total assets less current liabilities</b>   |      | <u>252,777</u>        | <u>69,126</u>        |
| <b>Total net assets</b>                        |      | <u><u>252,777</u></u> | <u><u>69,126</u></u> |
| <b>Charity funds</b>                           |      |                       |                      |
| Restricted funds                               | 13   | -                     | -                    |
| Unrestricted funds                             | 13   | 252,777               | 69,126               |
| <b>Total funds</b>                             |      | <u><u>252,777</u></u> | <u><u>69,126</u></u> |

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**BALANCE SHEET (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

  
.....  
**D C Willis MBE**  
(Trustee)  
Date: 25 August 2022

The notes on pages 12 to 21 form part of these financial statements.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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**1. General information**

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the company. The registered office of the company is Honingham Thorpe, Norwich Road, Colton, Norfolk, NR9 5BZ.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Norfolk FWAG meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**2.2 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

**2.3 Going concern**

The Trustees considered the Company's position at the time of signing the financial statements. Based on this, the Trustees have concluded that they have a reasonable expectation that the Company will have adequate resources to continue in operational existence for the foreseeable future, and, at least twelve months from the date of signing these financial statements. They therefore continue to adopt the going concern basis of accounting in preparing these financial statements.

**2.4 Income**

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

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Company, can be reliably measured.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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**2. Accounting policies (continued)**

**2.5 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

**2.6 Tangible fixed assets and depreciation**

Tangible fixed assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following basis:

|                     |                     |
|---------------------|---------------------|
| Plant and machinery | - 33% Straight line |
|---------------------|---------------------|

**2.7 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of financial activities.

**2.8 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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**2. Accounting policies (continued)**

**2.9 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.10 Cash at bank and in hand**

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

**2.11 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

**2.12 Financial instruments**

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.13 Pensions**

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**3. Income from donations**

|           | <b>Unrestricted<br/>funds<br/>2021<br/>£</b> | <b>Total<br/>funds<br/>2021<br/>£</b> |
|-----------|----------------------------------------------|---------------------------------------|
| Donations | -                                            | -                                     |
| Legacies  | 194,500                                      | <b>194,500</b>                        |
|           | <u>194,500</u>                               | <u><b>194,500</b></u>                 |

Post year end, in March 2022, the charity received a further £30,000 distribution from the legacy estate. This distribution is not included in the amount recognised above.

|           | <i>Unrestricted<br/>funds<br/>2020<br/>£</i> | <i>Total<br/>funds<br/>2020<br/>£</i> |
|-----------|----------------------------------------------|---------------------------------------|
| Donations | 920                                          | 920                                   |
|           | <u>920</u>                                   | <u>920</u>                            |

**4. Income from charitable activities**

|                                | <b>Unrestricted<br/>funds<br/>2021<br/>£</b> | <b>Total<br/>funds<br/>2021<br/>£</b> |
|--------------------------------|----------------------------------------------|---------------------------------------|
| Subscriptions and joining fees | 53,602                                       | <b>53,602</b>                         |
| Countryside stewardship        | 67,476                                       | <b>67,476</b>                         |
| Other consultancy              | 35,869                                       | <b>35,869</b>                         |
| Projects work                  | 47,896                                       | <b>47,896</b>                         |
| Woodland management            | 2,121                                        | <b>2,121</b>                          |
| Training and events            | 1,350                                        | <b>1,350</b>                          |
| Species/Habitat surveys        | 650                                          | <b>650</b>                            |
| Assurance schemes              | 11,327                                       | <b>11,327</b>                         |
| Sales of goods                 | 2,332                                        | <b>2,332</b>                          |
| Permissive Access              | -                                            | -                                     |
| Sponsorship                    | -                                            | -                                     |
| Other                          | 125                                          | <b>125</b>                            |
| <b>Total 2021</b>              | <u>222,748</u>                               | <u><b>222,748</b></u>                 |

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**4. Income from charitable activities (continued)**

|                                | <i>Unrestricted<br/>funds<br/>2020<br/>£</i> | <i>Total<br/>funds<br/>2020<br/>£</i> |
|--------------------------------|----------------------------------------------|---------------------------------------|
| Subscriptions and joining fees | 47,424                                       | 47,424                                |
| Countryside stewardship        | 69,813                                       | 69,813                                |
| Other consultancy              | 34,839                                       | 34,839                                |
| Projects work                  | 40,036                                       | 40,036                                |
| Woodland management            | 312                                          | 312                                   |
| Training and events            | 600                                          | 600                                   |
| Species/Habitat surveys        | 1,957                                        | 1,957                                 |
| Assurance schemes              | 6,441                                        | 6,441                                 |
| Sales of goods                 | 2,392                                        | 2,392                                 |
| Permissive Access              | 831                                          | 831                                   |
| Sponsorship                    | 500                                          | 500                                   |
| Other                          | 340                                          | 340                                   |
| <i>Total 2020</i>              | <u>205,485</u>                               | <u>205,485</u>                        |

**5. Analysis of expenditure by activities**

|              | <b>Activities<br/>undertaken<br/>directly<br/>2021<br/>£</b> | <b>Total<br/>funds<br/>2021<br/>£</b> |
|--------------|--------------------------------------------------------------|---------------------------------------|
| Direct costs | <u>233,597</u>                                               | <u>233,597</u>                        |

|              | <i>Activities<br/>undertaken<br/>directly<br/>2020<br/>£</i> | <i>Total<br/>funds<br/>2020<br/>£</i> |
|--------------|--------------------------------------------------------------|---------------------------------------|
| Direct costs | <u>180,619</u>                                               | <u>180,619</u>                        |

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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**5. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

|                              | <b>Total<br/>funds<br/>2021<br/>£</b> | <i>Total<br/>funds<br/>2020<br/>£</i> |
|------------------------------|---------------------------------------|---------------------------------------|
| Staff costs                  | <b>164,183</b>                        | 141,983                               |
| Depreciation                 | <b>1,800</b>                          | 1,480                                 |
| Office, rent, light and heat | <b>7,809</b>                          | 5,945                                 |
| Travel costs                 | <b>6,727</b>                          | 4,485                                 |
| Subscriptions                | <b>2,355</b>                          | 2,438                                 |
| Office consumables           | <b>5,069</b>                          | 4,079                                 |
| Insurance                    | <b>2,670</b>                          | 2,336                                 |
| Website and marketing        | <b>436</b>                            | 889                                   |
| Postage                      | <b>348</b>                            | 296                                   |
| Sundry                       | <b>4,846</b>                          | 135                                   |
| Telephone                    | <b>1,230</b>                          | 929                                   |
| Training                     | <b>1,668</b>                          | 1,051                                 |
| Accountancy                  | <b>1,400</b>                          | 1,400                                 |
| Project costs                | <b>29,403</b>                         | 8,775                                 |
| Event costs                  | <b>1,626</b>                          | 781                                   |
| Professional fees            | <b>215</b>                            | 2,306                                 |
| Bad debts                    | <b>1,455</b>                          | 1,067                                 |
| Bank charges                 | <b>357</b>                            | 244                                   |
| <b>Total 2021</b>            | <b>233,597</b>                        | 180,619                               |

**6. Independent examiner's remuneration**

The independent examiner's remuneration amounts to an independent examiner fee of £1,500 (2020 - £1,465).

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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**7. Staff costs**

|                                                      | <b>2021</b><br><b>£</b> | <i>2020</i><br><i>£</i> |
|------------------------------------------------------|-------------------------|-------------------------|
| Wages and salaries                                   | <b>144,848</b>          | 124,939                 |
| Social security costs                                | <b>9,435</b>            | 7,736                   |
| Contribution to defined contribution pension schemes | <b>9,900</b>            | 9,308                   |
|                                                      | <u><b>164,183</b></u>   | <u>141,983</u>          |

The average number of persons employed by the Company during the year was as follows:

|  | <b>2021</b><br><b>No.</b> | <i>2020</i><br><i>No.</i> |
|--|---------------------------|---------------------------|
|  | <u><b>6</b></u>           | <u>5</u>                  |

No employee received remuneration amounting to more than £60,000 in either year.

Remuneration and benefits received by key management personnel in the year totalled £164,183 (2020: £141,983).

**8. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 December 2021, expenses relating to travel and subsistence totalling £77 were reimbursed or paid directly to 1 Trustee (2020 - £113).

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**NORFOLK FWAG**  
(A company limited by guarantee)

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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

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**9. Tangible fixed assets**

|                            | <b>Plant and<br/>machinery<br/>£</b> |
|----------------------------|--------------------------------------|
| <b>Cost or valuation</b>   |                                      |
| At 1 January 2021          | 9,315                                |
| Additions                  | 4,006                                |
| Disposals                  | (1,985)                              |
| At 31 December 2021        | <u>11,336</u>                        |
| <b>Depreciation</b>        |                                      |
| At 1 January 2021          | 7,816                                |
| Charge for the year        | 1,800                                |
| On disposals               | (1,985)                              |
| At 31 December 2021        | <u>7,631</u>                         |
| <b>Net book value</b>      |                                      |
| At 31 December 2021        | <u><u>3,705</u></u>                  |
| <i>At 31 December 2020</i> | <u><u>1,499</u></u>                  |

**10. Fixed asset investments**

|                          | <b>Unlisted<br/>investments<br/>£</b> |
|--------------------------|---------------------------------------|
| <b>Cost or valuation</b> |                                       |
| At 1 January 2021        | 20                                    |
| At 31 December 2021      | <u><u>20</u></u>                      |

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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**11. Debtors**

|                                | <b>2021</b><br><b>£</b> | <b>2020</b><br><b>£</b> |
|--------------------------------|-------------------------|-------------------------|
| <b>Due within one year</b>     |                         |                         |
| Trade debtors                  | <b>34,438</b>           | 31,106                  |
| Prepayments and accrued income | <b>43,085</b>           | 23,807                  |
|                                | <u><b>77,523</b></u>    | <u>54,913</u>           |

**12. Creditors: Amounts falling due within one year**

|                                    | <b>2021</b><br><b>£</b> | <b>2020</b><br><b>£</b> |
|------------------------------------|-------------------------|-------------------------|
| Trade creditors                    | <b>22,219</b>           | 3,747                   |
| Other taxation and social security | <b>14,357</b>           | 22,253                  |
| Pension fund loan payable          | <b>1,545</b>            | 1,142                   |
| Accruals and deferred income       | <b>98,144</b>           | 64,914                  |
|                                    | <u><b>136,265</b></u>   | <u>92,056</u>           |

Included within other creditors and accruals is £40,270 (2020: £14,928) relating to the Connecting Nature Fund Grant Scheme and Skylark project. The charity administers the fund on behalf of Norfolk County Council. The fund is for projects to lessen the impact on the wider environment of large scale development. The charity has no entitlement to the fund and hence it is not recognised as income of the charity. The balance at the 31 December represents funding yet to be distributed. Total fund receipts in the year were £25,792 (2020: £Nil) and £Nil (2020: £15) was paid out during the year.

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021**

**13. Statement of funds**

**Statement of funds - current year**

|                           | Balance at 1<br>January<br>2021<br>£ | Income<br>£ | Expenditure<br>£ | Balance at<br>31<br>December<br>2021<br>£ |
|---------------------------|--------------------------------------|-------------|------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |             |                  |                                           |
| General Funds             | 69,126                               | 417,248     | (233,597)        | 252,777                                   |

**Statement of funds - prior year**

|                           | Balance at<br>1 January<br>2020<br>£ | Income<br>£ | Expenditure<br>£ | Balance at<br>31<br>December<br>2020<br>£ |
|---------------------------|--------------------------------------|-------------|------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |             |                  |                                           |
| General Funds             | 43,340                               | 206,405     | (180,619)        | 69,126                                    |

**14. Pension commitments**

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £9,900 (2020: £9,308). There were contributions outstanding at the year end of £1,545 (2020: £1,142).

**15. Related party transactions**

There were no related party transactions during the year.



**NORFOLK FWAG**

England & Wales - Charity number 1148844

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# Accounts

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Registered number: 07868028  
Charity number: 1148844

**NORFOLK FWAG**  
**(A company limited by guarantee)**  
**UNAUDITED**  
**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

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**Trustees**

G R Anderson (appointed 3 June 2020)  
J P B Barrett (appointed 3 June 2020)  
J E R Daniels  
J Fiennes  
T N Guyer, Chairman  
R W Haddow, Vice Chairman  
S E Lord  
J J L Mitchell  
M C Rae  
C J Sayer (resigned 4 November 2020)  
A R Thornton  
D C Willis MBE

**Company registered  
number** 07868028

**Charity registered  
number** 1148844

**Registered office** Honingham Thorpe  
Norwich Road  
Colton  
Norwich  
Norfolk  
NR9 5BZ

**Company secretary** D C Willis MBE

**Independent examiner** Larking Gowen LLP  
Chartered Accountants  
King Street House  
15 Upper King Street  
Norwich  
NR3 1RB

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

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The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the financial statements of Norfolk FWAG (the company) for the year ended 31 December 2020. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

**Objectives and activities**

**a. POLICIES AND OBJECTIVES**

**Mission Statement**

To provide the best independent farm conservation advice and guidance to our members and provide the facilities for environmental opportunities.

**Vision Statement**

Norfolk FWAG will facilitate change on the ground to benefit habitats and species associated with or occurring on farmland.

**The Charity's Objects:**

1. By encouraging land owners, farmers and other stakeholders to manage their land in such a way as to promote, the conservation, protection and improvement of the physical and natural environment for the benefit of the public.
2. To advance the education of the public, particularly the farming community and the agricultural sector in conservation and biodiversity.

**The activities of the Charity are as follows:**

- Support farmers in their work to deliver wildlife conservation within productive farming systems.
- Provide farmers and landowners with the best independent technical advice and practical guidance on environmental enhancement of the farmed environment.
- Preserve natural resources on & off farm, such as soil & water.
- Seek to work with landowners to preserve and maintain the historic environment and landscape heritage inherited by farmers today.
- Inspire and communicate the importance of conservation on farmland to farmers, future generations and the wider public.
- Work in collaboration with partner organisations and other FWAG groups.
- Inform members of wider environmental issues/schemes and access to funding.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

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**Objectives and activities (continued)**

**Norfolk FWAG offers a range of services including:**

- Applications for Countryside Stewardship Schemes.
- Compliance checks.
- Best practice conservation advice.
- Species surveys, habitat management planning and advice.
- Farm Environment Plans.
- Facilitation of Farmer Groups
- Farm Assurance schemes

**Achievements and Performance**

**BUSINESS MANAGERS REPORT FOR 2020 - REVIEW OF ACTIVITIES**

**Staff**

Norfolk FWAG had five members of staff during 2020:

Mike Edwards - Business Manager

Henry Walker - Farm Environment Adviser

Charlie Ennals - Farm Environment Adviser

Sasha Ellis – Farm Environment Support Adviser

Sallyanne Brock - Accounts and Administration Support

Mike Edwards was appointed Business Manager in March 2018. Following the administration changes with Anglia Farmers, Sallyanne Brock was appointed to the part time position of Accounts and Administration Support in February 2018.

Sash Ellis was added to the team in February 2020 to provide support to the Farm Environment Advisers.

During 2020 the Norfolk FWAG team were busy with a whole range of environmental projects:

**Chargeable Work**

- HLS/ ELS/ CS care and maintenance.
- Countryside Stewardship Mid Tier and Higher Tier applications.
- Woodland Management Plans.
- Permissive Access Agreements.
- Farm Advice Land Management Advice contract for DEFRA (FALMA)
- Species Surveys on Farmland
- Farm Assurance Schemes e.g. Leaf Marque
- DEFRA Test & Trials for E.L.M

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

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**(continued)**

**Project Work**

- Facilitation Funds – landscape scale conservation (Wensum, Wissey and Glaven).
- Norfolk Ponds Project.
- Broad's HLF, Water Mill and Marshes – Broadland Tales of the Past and Broads Land Management Project
- The Campaign for the Farmed Environment (CFE)
- 1 Million Trees in Norfolk for Norfolk County Council
- Princes Trust Farm Resilience Programme

In 2020 our work has mainly focussed around chargeable work to deliver Countryside Stewardship Schemes in conjunction with our members. Several areas of project work have been 'on hold' due to the Covid 19 pandemic due to the inability to bring farmers together for events due to Covid restrictions.

**Environmental Education:**

**Events**

Norfolk FWAG were unable to run our normal series of Farm Walks due to the Covid 19 restrictions in place for much of 2020.

An event focused on hedgerow management was held in January 2020 with the MacGregor Farming Partnership at Mill Farm, Great Witchingham, which was very well attended.

**Partnership working**

Norfolk FWAG continued to represent farmers and landowners on the Norfolk Coast Partnership, Broads Biodiversity Partnership, Broads Agri-Environment Steering Group, Norfolk Local Access Forum, NBIS Steering Group, Waveney Catchment Partnership, Broadland Catchment Partnership, County Wildlife Site Partnership, Waveney Catchment partnership, Norfolk Rural Strategy Group and Cut-off Channel Partnership.

We also continued to give feedback on the delivery of Countryside Stewardship to Natural England and continue to provide feedback on the new Environmental Land Management scheme being prepared by DEFRA as well as being actively involved in the tests & trials process.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

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**a. FINANCIAL REVIEW**

Complete income statements and forecast summaries are compiled and distributed to the Trustees each month. Age of debt reports are produced quarterly. Board meetings are held every 3 months and these all have complete agendas to include management accounts, minuted and the minutes are distributed to the Trustees.

Total income for the period was £206,405 and expenditure was £180,619. The surplus for the year was £25,786. The combination of chargeable work and project income was the main source of finance during the whole financial year as the table below shows.

|                   | 2019     | 2020     |
|-------------------|----------|----------|
| Total £ turnover  | £210,296 | £206,405 |
|                   |          |          |
| Chargeable income | 58%      | 58%      |
| Project           | 22%      | 19%      |
| Membership        | 20%      | 23%      |
|                   |          |          |

The trustees agreed that under its Charitable status Norfolk FWAG has a sound financial footing.

**Reserves Policy**

An outline policy on reserves was agreed when Norfolk FWAG was incorporated on 1 December 2011. The approach was agreed in early 2012 by the appointed Trustees at the time and subsequently ratified by the Board. Reserves were to be built up during its first year and maintained at a level which ensures that Norfolk FWAG's core activity could continue during a period of any unforeseen difficulty. The reserves themselves are to be as cash reserves with the bank and therefore readily realisable. Expenditure is carefully managed and forecasted.

Taking into consideration projected salary and administration costs the target surplus required was initially set at £15,000 and subsequently increased to £35,000. The balance sheet at 31 December 2019 showed total funds of £43,340 and Trustees decided to increase target surplus to £75,000 as prudent financial policy and this was communicated at the 2020 AGM.

A summary of the risks to income are:

- Uncertainty around Agri-environment schemes following the UK's withdrawal from the EU
- Competition from land agents and other advisers in Norfolk
- Natural England budget reductions
- Outbreaks of pandemics restricting staff movement

In 2019 the Trustees considered the Company's position at the time of signing the financial statements, and the current issues caused by Covid-19 and its potential impact on the Company and the wider economy. Based on this, the Trustees concluded that they have a reasonable expectation that the Company will have adequate resources to continue in operational existence for the foreseeable future, and, based on the economic environment recovering within the timeframe currently being widely anticipated, at least twelve months from the date of signing these financial statements, they therefore continue to adopt the going concern basis of accounting in preparing these financial statements. The 2020 Financial Results have shown that this decision was correct in returning one of our best results to date. Although cautious about ongoing business the Trustees have agreed staff developments to meet an increasing demand for our range of services.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

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**Funds Held as Custodian**

The Charity administers the Connecting Nature Fund Grant Scheme on behalf of Norfolk County Council, which is for projects to lessen the impact on the wider environment of large-scale development. The charity has no entitlement to the fund and hence it is not recognised as income of the charity and is held in a separate bank account.

The charity is also holding sum on behalf of Norfolk County Council to administer a series of Skylark mitigation interventions. The charity has no entitlement to the fund and hence it is not recognised as income of the charity and is held in a separate bank account.

**Estate of Mary Evelyn Blomfield**

Trustees were notified in August 2020 by Clapham & Collinge Solicitors that Miss Blomfield left her residuary Estate in equal shares to 11 charities, one of which is Norfolk FWAG. On the 8th January 2021, Trustees were informed that the Grant of Probate was issued on 31st December 2020 and that an interim payment would be made of £25,000 which was received on the 29th January 2021. The final distribution will be made on 1st July 2021. The amounts are not recognised in the financial statements.

**Structure, governance and management**

**a. Constitution**

The company is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association on 1 December 2011 which was subsequently amended on 30 May 2012.

The principal object of the company is to encourage land owners, farmers and other stakeholders to manage their land in such a way as to promote for the benefit of the public, the conservation, protection and improvement of the physical and natural environment. Also, to advance the education of the public, particularly the farming community and the agricultural sector in conservation and biodiversity.

**b. Methods of appointment or election of Trustees**

Charles Sayer, Joe Martin and Clarke Willis were the original Directors of Norfolk FWAG and became Trustees when the Charity was formed in 2012.

Richard Gurney and Lord Julian Romney joined as Charity Trustees in 2012. Richard Gurney retired in 2015 and Lord Julian Romney in 2017.

Andrew Thornton was appointed in December 2013, Tim Guyer in April 2014 and Ross Haddow in August 2014.

Jake Fiennes and Jon Daniels were appointed in July 2016.

Sue Lord was appointed in November 2017.

In 2018 Michael Rae was appointed and Joe Martin stepped down.

At the AGM in 2019 Joe Mitchell was appointed.

At the 2020 AGM on the 4th November (held by video conference due to the global pandemic) Glenn Anderson and John Barrett were appointed and Charles Sayer stepped down.

The Charity has put in place a succession plan for both the Board to keep a fresh business approach.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

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**Structure, governance and management (continued)**

**c. Organisational structure and decision-making policies**

As well as the trustees and board of directors the charity has an executive steering group and three full time members of staff. The day to day running of the Charity is managed by Tim Guyer (Chairman), Ross Haddow (Vice-Chairman) and Clarke Willis (Company Secretary).

The steering group consists of a range of interested parties and well-known organisations including, conservation groups, trusts, councils, landowners and farmers. The steering group's roles and responsibilities are as follows:

- Profile raising/Networking
- Technical support
- Events
- Fundraising
- Developing project ideas

The Trustees, who have many combined years in the charitable and commercial sectors have all been provided with additional guidance and;

A summary version of the Charity Commission's Essential Guide.  
Norfolk FWAG Business Plan.  
Norfolk FWAG Management Accounts on a regular monthly basis.

**Statement of Trustees' responsibilities**

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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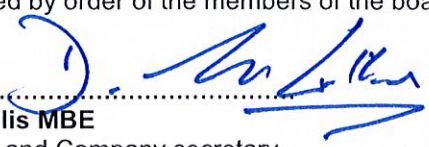
**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

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Approved by order of the members of the board of Trustees and signed on their behalf by:

  
.....  
**D C Willis MBE**  
Trustee and Company secretary  
Date: 30 June 2021

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**INDEPENDENT EXAMINER'S REPORT**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

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**Independent examiner's report to the Trustees of Norfolk FWAG ('the Company')**

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 December 2020.

**Responsibilities and basis of report**

As the Trustees of the Company (and its directors for the purposes of 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 the Company's accounts 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**

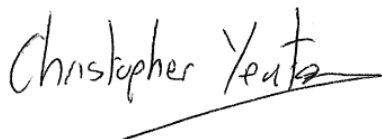
I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

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.

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Company and the Company's Trustees as a body, for my work or for this report.

Signed:



Dated: 7 July 2021

Christopher Yeates FCA DChA

Larking Gowen LLP, Chartered Accountants  
King Street House  
15 Upper King Street  
Norwich  
NR3 1RB

**NORFOLK FWAG**  
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 DECEMBER 2020**

|                                    | Note | Unrestricted<br>funds<br>2020<br>£ | Total<br>funds<br>2020<br>£ | Total<br>funds<br>2019<br>£ |
|------------------------------------|------|------------------------------------|-----------------------------|-----------------------------|
| <b>Income from:</b>                |      |                                    |                             |                             |
| Donations and legacies             | 3    | 920                                | 920                         | -                           |
| Charitable activities              | 4    | 205,485                            | 205,485                     | 210,296                     |
| <b>Total income</b>                |      | <u>206,405</u>                     | <u>206,405</u>              | <u>210,296</u>              |
| <b>Expenditure on:</b>             |      |                                    |                             |                             |
| Charitable activities              | 5    | 180,619                            | 180,619                     | 201,052                     |
| <b>Total expenditure</b>           |      | <u>180,619</u>                     | <u>180,619</u>              | <u>201,052</u>              |
| <b>Net movement in funds</b>       |      | <u>25,786</u>                      | <u>25,786</u>               | <u>9,244</u>                |
| <b>Reconciliation of funds:</b>    |      |                                    |                             |                             |
| Total funds brought forward        |      | 43,340                             | 43,340                      | 34,096                      |
| Net movement in funds              |      | 25,786                             | 25,786                      | 9,244                       |
| <b>Total funds carried forward</b> |      | <u>69,126</u>                      | <u>69,126</u>               | <u>43,340</u>               |

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 13 to 23 form part of these financial statements.

**NORFOLK FWAG**  
(A company limited by guarantee)

**BALANCE SHEET**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

|                                                | Note | 2020<br>£            | 2019<br>£            |
|------------------------------------------------|------|----------------------|----------------------|
| <b>Fixed assets</b>                            |      |                      |                      |
| Tangible assets                                | 9    | 1,499                | 2,242                |
| Investments                                    | 10   | 20                   | 20                   |
|                                                |      | <u>1,519</u>         | <u>2,262</u>         |
| <b>Current assets</b>                          |      |                      |                      |
| Debtors                                        | 11   | 54,913               | 27,406               |
| Cash at bank and in hand                       |      | 104,750              | 63,825               |
|                                                |      | <u>159,663</u>       | <u>91,231</u>        |
| Creditors: amounts falling due within one year | 12   | (92,056)             | (50,153)             |
| <b>Net current assets</b>                      |      | <u>67,607</u>        | <u>41,078</u>        |
| <b>Total assets less current liabilities</b>   |      | <u>69,126</u>        | <u>43,340</u>        |
| <b>Total net assets</b>                        |      | <u><u>69,126</u></u> | <u><u>43,340</u></u> |

**NORFOLK FWAG**  
**(A company limited by guarantee)**

**BALANCE SHEET (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

|                      | Note | 2020<br>£     | 2019<br>£     |
|----------------------|------|---------------|---------------|
| <b>Charity funds</b> |      |               |               |
| Restricted funds     | 13   | -             | -             |
| Unrestricted funds   | 13   | 69,126        | 43,340        |
| <b>Total funds</b>   |      | <u>69,126</u> | <u>43,340</u> |

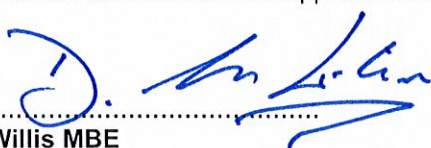
The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

  
.....  
D C Willis MBE

Date: 30 June 2021

The notes on pages 13 to 23 form part of these financial statements.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

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**1. General information**

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the company.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Norfolk FWAG meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**2.2 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

**2.3 Going concern**

The Trustees considered the Company's position at the time of signing the financial statements. Based on this, the Trustees have concluded that they have a reasonable expectation that the Company will have adequate resources to continue in operational existence for the foreseeable future, and, at least twelve months from the date of signing these financial statements. They therefore continue to adopt the going concern basis of accounting in preparing these financial statements.

**2.4 Income**

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

**2.5 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

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**2. Accounting policies (continued)**

**2.5 Expenditure (continued)**

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

**2.6 Tangible fixed assets and depreciation**

Tangible fixed assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following basis:

|                     |                     |
|---------------------|---------------------|
| Plant and machinery | - 33% Straight line |
|---------------------|---------------------|

**2.7 Investments**

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of financial activities.

**2.8 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**2.9 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**2.10 Cash at bank and in hand**

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

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

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**2. Accounting policies (continued)**

**2.11 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

**2.12 Financial instruments**

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**2.13 Pensions**

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

**3. Income from donations**

|           | <b>Unrestricted<br/>funds<br/>2020<br/>£</b> | <b>Total<br/>funds<br/>2020<br/>£</b> | <i>Total<br/>funds<br/>2019<br/>£</i> |
|-----------|----------------------------------------------|---------------------------------------|---------------------------------------|
| Donations | 920                                          | 920                                   | -                                     |

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**4. Income from charitable activities**

|                                | <b>Unrestricted<br/>funds<br/>2020<br/>£</b> | <b>Total<br/>funds<br/>2020<br/>£</b> |
|--------------------------------|----------------------------------------------|---------------------------------------|
| Subscriptions and joining fees | 47,424                                       | 47,424                                |
| Countryside stewardship        | 69,813                                       | 69,813                                |
| Other consultancy              | 34,839                                       | 34,839                                |
| Projects work                  | 40,036                                       | 40,036                                |
| Woodland management            | 312                                          | 312                                   |
| Training and events            | 600                                          | 600                                   |
| Species/Habitat surveys        | 1,957                                        | 1,957                                 |
| Assurance schemes              | 6,441                                        | 6,441                                 |
| Sales of goods                 | 2,392                                        | 2,392                                 |
| Permissive Access              | 831                                          | 831                                   |
| Sponsorship                    | 500                                          | 500                                   |
| Other                          | 340                                          | 340                                   |
| <b>Total 2020</b>              | <b>205,485</b>                               | <b>205,485</b>                        |
|                                | <i>Unrestricted<br/>funds<br/>2019<br/>£</i> | <i>Total<br/>funds<br/>2019<br/>£</i> |
| Subscriptions and joining fees | 42,890                                       | 42,890                                |
| Countryside stewardship        | 63,521                                       | 63,521                                |
| Other consultancy              | 21,138                                       | 21,138                                |
| Projects work                  | 46,631                                       | 46,631                                |
| Woodland management            | 4,212                                        | 4,212                                 |
| Training and events            | 8,928                                        | 8,928                                 |
| Species/Habitat surveys        | 5,121                                        | 5,121                                 |
| Assurance schemes              | 1,935                                        | 1,935                                 |
| Sales of goods                 | 14,191                                       | 14,191                                |
| Permissive Access              | 1,197                                        | 1,197                                 |
| Other                          | 532                                          | 532                                   |
| <i>Total 2019</i>              | <i>210,296</i>                               | <i>210,296</i>                        |

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**5. Analysis of expenditure by activities**

|              | <b>Activities<br/>undertaken<br/>directly<br/>2020<br/>£</b> | <b>Total<br/>funds<br/>2020<br/>£</b> |
|--------------|--------------------------------------------------------------|---------------------------------------|
| Direct costs | 180,619                                                      | <b>180,619</b>                        |

|              | <i>Activities<br/>undertaken<br/>directly<br/>2019<br/>£</i> | <i>Total<br/>funds<br/>2019<br/>£</i> |
|--------------|--------------------------------------------------------------|---------------------------------------|
| Direct costs | 201,052                                                      | <b>201,052</b>                        |

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**5. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

|                              | <b>Activities<br/>2020<br/>£</b> | <b>Total<br/>funds<br/>2020<br/>£</b> |
|------------------------------|----------------------------------|---------------------------------------|
| Staff costs                  | 141,983                          | 141,983                               |
| Depreciation                 | 1,480                            | 1,480                                 |
| Office, rent, light and heat | 5,945                            | 5,945                                 |
| Travel costs                 | 4,485                            | 4,485                                 |
| Subscriptions                | 2,438                            | 2,438                                 |
| Office consumables           | 4,079                            | 4,079                                 |
| Insurance                    | 2,336                            | 2,336                                 |
| Website and marketing costs  | 889                              | 889                                   |
| Postage                      | 296                              | 296                                   |
| Sundry                       | 135                              | 135                                   |
| Telephone                    | 929                              | 929                                   |
| Training                     | 1,051                            | 1,051                                 |
| Accountancy                  | 1,400                            | 1,400                                 |
| Project costs                | 8,775                            | 8,775                                 |
| Events costs                 | 781                              | 781                                   |
| Professional fees            | 2,306                            | 2,306                                 |
| Bad debts                    | 1,067                            | 1,067                                 |
| Bank charges                 | 244                              | 244                                   |
| <b>Total 2020</b>            | <b>180,619</b>                   | <b>180,619</b>                        |

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**5. Analysis of expenditure by activities (continued)**

**Analysis of direct costs (continued)**

|                              | <i>Activities<br/>2019<br/>£</i> | <i>Total<br/>funds<br/>2019<br/>£</i> |
|------------------------------|----------------------------------|---------------------------------------|
| Staff costs                  | 129,701                          | 129,701                               |
| Depreciation                 | 1,750                            | 1,750                                 |
| Office, rent, light and heat | 10,686                           | 10,686                                |
| Travel costs                 | 7,745                            | 7,745                                 |
| Subscriptions                | 1,470                            | 1,470                                 |
| Office consumables           | 3,890                            | 3,890                                 |
| Insurance                    | 2,105                            | 2,105                                 |
| Website and marketing costs  | 4,001                            | 4,001                                 |
| Postage                      | 791                              | 791                                   |
| Sundry                       | 2,220                            | 2,220                                 |
| Telephone                    | 878                              | 878                                   |
| Training                     | 402                              | 402                                   |
| Accountancy                  | 1,009                            | 1,009                                 |
| Project costs                | 30,093                           | 30,093                                |
| Events costs                 | 2,062                            | 2,062                                 |
| Professional fees            | 1,680                            | 1,680                                 |
| Bad debts                    | 381                              | 381                                   |
| Bank charges                 | 188                              | 188                                   |
| <i>Total 2019</i>            | <u>201,052</u>                   | <u>201,052</u>                        |

**6. Independent examiner's remuneration**

The independent examiner's remuneration amounts to an independent examiner fee of £1,480 (2019 - £1,440).

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**NORFOLK FWAG**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

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**7. Staff costs**

|                                                      | <b>2020</b>                | <i>2019</i>                |
|------------------------------------------------------|----------------------------|----------------------------|
|                                                      | <b>£</b>                   | <i>£</i>                   |
| Wages and salaries                                   | <b>124,939</b>             | <i>113,175</i>             |
| Social security costs                                | <b>7,736</b>               | <i>8,128</i>               |
| Contribution to defined contribution pension schemes | <b>9,308</b>               | <i>8,398</i>               |
|                                                      | <hr/> <b>141,983</b> <hr/> | <hr/> <i>129,701</i> <hr/> |

The average number of persons employed by the Company during the year was as follows:

| <b>2020</b> | <i>2019</i> |
|-------------|-------------|
| <b>No.</b>  | <i>No.</i>  |
| <b>5</b>    | <i>4</i>    |
| <hr/>       | <hr/>       |

No employee received remuneration amounting to more than £60,000 in either year.

Remuneration and benefits received by key management personnel in the year totalled £141,983 (2019: £129,701).

**8. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2019 - £NIL).

During the year ended 31 December 2020, expenses relating to travel and subsistence totalling £113 were reimbursed or paid directly to 1 Trustee (2019 - £Nil).

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**9. Tangible fixed assets**

|                            | <b>Plant and<br/>machinery<br/>£</b> |
|----------------------------|--------------------------------------|
| <b>Cost or valuation</b>   |                                      |
| At 1 January 2020          | 8,578                                |
| Additions                  | 737                                  |
|                            | <hr/>                                |
| At 31 December 2020        | 9,315                                |
|                            | <hr/>                                |
| <b>Depreciation</b>        |                                      |
| At 1 January 2020          | 6,336                                |
| Charge for the year        | 1,480                                |
|                            | <hr/>                                |
| At 31 December 2020        | 7,816                                |
|                            | <hr/>                                |
| <b>Net book value</b>      |                                      |
| At 31 December 2020        | 1,499                                |
|                            | <hr/> <hr/>                          |
| <i>At 31 December 2019</i> | 2,242                                |
|                            | <hr/> <hr/>                          |

**10. Fixed asset investments**

|                          | <b>Unlisted<br/>investments<br/>£</b> |
|--------------------------|---------------------------------------|
| <b>Cost or valuation</b> |                                       |
| At 1 January 2020        | 20                                    |
|                          | <hr/>                                 |
| At 31 December 2020      | 20                                    |
|                          | <hr/> <hr/>                           |

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**11. Debtors**

|                                | 2020<br>£     | 2019<br>£     |
|--------------------------------|---------------|---------------|
| <b>Due within one year</b>     |               |               |
| Trade debtors                  | 31,106        | 26,183        |
| Prepayments and accrued income | 23,807        | 1,223         |
|                                | <u>54,913</u> | <u>27,406</u> |

**12. Creditors: Amounts falling due within one year**

|                                    | 2020<br>£     | 2019<br>£     |
|------------------------------------|---------------|---------------|
| Trade creditors                    | 3,747         | 6,700         |
| Other taxation and social security | 22,253        | 15,115        |
| Pension fund loan payable          | 1,142         | 980           |
| Accruals and deferred income       | 64,914        | 27,358        |
|                                    | <u>92,056</u> | <u>50,153</u> |

Included within other creditors and accruals is £14,928 (2019: £14,943) relating to the Connecting Nature Fund Grant Scheme and Skylark project. The charity administers the fund on behalf of Norfolk County Council. The fund is for projects to lessen the impact on the wider environment of large scale development. The charity has no entitlement to the fund and hence it is not recognised as income of the charity. The balance at the 31 December represents funding yet to be distributed. Total fund receipts in the year were £Nil (2019: £Nil) and £15 (2019: £60) was paid out during the year.

**NORFOLK FWAG**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

**13. Statement of funds**

**Statement of funds - current year**

|                           | Balance at 1<br>January<br>2020<br>£ | Income<br>£ | Expenditure<br>£ | Balance at<br>31<br>December<br>2020<br>£ |
|---------------------------|--------------------------------------|-------------|------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |             |                  |                                           |
| General Funds             | 43,340                               | 206,405     | (180,619)        | 69,126                                    |

**Statement of funds - prior year**

|                           | Balance at<br>1 January<br>2019<br>£ | Income<br>£ | Expenditure<br>£ | Balance at<br>31<br>December<br>2019<br>£ |
|---------------------------|--------------------------------------|-------------|------------------|-------------------------------------------|
| <b>Unrestricted funds</b> |                                      |             |                  |                                           |
| General Funds             | 34,096                               | 210,296     | (201,052)        | 43,340                                    |

**14. Pension commitments**

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £9,308 (2019: £8,398). There were contributions outstanding at the year end of £1,142 (2019: £980).

**15. Related party transactions**

S Lord, a trustee of the charity, provided consultancy services to the charity of £nil (2019: £144).

**16. Post balance sheet events**

On 8 January 2021 the charity was notified that probate had been granted in respect of a legacy from the estate in which the charity is a named benefactor. The charity expects to receive in the region of £250,000.