



**REPORT OF THE TRUSTEES AND FINANCIAL  
STATEMENTS FOR THE YEAR ENDED  
31 DECEMBER 2023  
FOR  
LIGHTHOUSE CENTRAL**

**Registered charity in England & Wales with registration no:  
1169839**

## **LIGHTHOUSE CENTRAL**

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**LIGHTHOUSE CENTRAL  
REPORT OF THE TRUSTEES  
for the year ended 31 December 2023**

The trustees present their report together with the financial statements of the charity for the year ended 31 December 2023. The trustees have adopted the provisions of 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 2015).

**ADMINISTRATIVE DETAILS**

**Registered Charity number**

1169839

**Registered address:**

Lighthouse Central  
Bridge House  
Station Approach  
Great Missenden  
HP16 9AZ

**Trustees:**

Graeme Slocombe - Chair, end of term 14<sup>th</sup> November 2023

Ben Sharp - Chair from 14<sup>th</sup> November 2023

Toby Long - appointed 26<sup>th</sup> September 2023

David Knights - resigned 14<sup>th</sup> November 2023

Cathy Rayner - appointed 14<sup>th</sup> November 2023

**Director:**

Patricia Reading

**Patron:**

Gary Grant

**Independent examiner:**

Ian Branch

## **Section 1: Structure, Governance & Management**

### **Governing document**

Lighthouse Central is a Charitable Incorporated Organisation (CIO) governed by its Constitution dated 19 October 2016. The members of the CIO are its trustees and membership cannot be transferred to anyone else. Therefore, only the trustees of the CIO can vote on any matter relating to the CIO. The CIO is also governed by its Bye Laws dated 21 October 2016. The Bye-Laws can be changed, but only by a resolution passed at a properly convened meeting of the trustees.

### **Appointment of trustees**

As set out in the Constitution, trustees are appointed by a resolution passed at a properly convened meeting of the charity trustees. The chair of trustees is nominated by the trustees of the CIO and may at any point revoke such appointment. When considering the appointment of trustees, the board has regard to the requirement for any specialist skills needed for the effective administration of the CIO.

### **Trustee induction**

Having mostly had personal contact with a local Lighthouse, new trustees are often well aware of our objectives and the work we undertake. As such, the induction of new trustees is minimal. New trustees receive a copy of the current version of the Constitution and Bye Laws, a copy of the most recent Trustees' Annual Report and statement of accounts, and the Charity Commission's 'Charity Trustee Welcome Pack' and 'The essential trustee: what you need to know, what you need to do (CC3)' guide. All of the Trustees are also required to complete the NSPCC on line training course for charity trustees.

### **Organisation**

The board of trustees, which can have up to eight members, administers the CIO, with responsibilities for different areas. The Director reports to the Chair of Trustees, Volunteers with management responsibilities report to the Director. The board meets at least three times a year, in accordance with the Bye Laws.

All trustees, and members of committees, give their time voluntarily and received no benefits from the charity.

### **Key management remuneration**

Key management staff received remuneration of £18,831 during the year. The salary was decided by the trustees and will be reviewed annually and benchmarked against national rates for Youth and Community workers.

Our Director now works three days a week for Lighthouse Central.

## **Section 2: Objective & Activities**

Lighthouse Central was set up to:

- Promote the Christian faith primarily in children and young people by initiating and supporting the organisation of non-residential Christian holiday clubs, which are free of charge with all costs met from voluntary donations, fundraising events, grants and sponsorship.
- To do this in conjunction with Christian churches in their locality through the work of all denominations wishing to participate.

## Significant activities

Lighthouse is a non-residential, week-long holiday club for children run by Christians from local churches working together, bringing churches and communities together around young people.

Lighthouse Central brings together everything that churches need to run a Lighthouse, delivering administrative support, content and leadership. We are passionate about seeing children from all walks of life and abilities, those with faith and without, encountering God in a fun-filled week with teaching, sport, craft, performing arts and music.

Each one of the established Lighthouses is an independent charity who raise their own funds and make all their own local arrangements.

During the last 12 months Lighthouse Central has:

- Supported twelve Lighthouse locations in running face to face activity in the summer holidays with approximately 1400 volunteers and 2250 children.
- Started a new Lighthouse in Haddenham.
- Produced teaching materials, mainstage scripts, craft ideas and a workbook that could be used by all Lighthouses with a theme of *My God's The King of Me*.
- Continued to speak to individuals and churches regarding starting new Lighthouses nationwide.
- Raised finance from individuals, the local Dioceses, trusts and organisations.
- Continued to develop and improve resources provided to the existing Lighthouses.
- Worked with an external charity to develop a new database.
- Held our sixth Lighthouse Central Conference to encourage and inspire local Lighthouse leaders.

## Public benefit

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Lighthouse Central facilitates the provision of free children's holiday clubs which are open to all irrespective of beliefs. They provide a great week of fun activities and teaching and strengthen relationships in the community with several churches working together.

## Section 3: Achievements & Performance

Lighthouse Central supported 12 local Lighthouse charities to each run a week-long holiday club in July/August 2023.

Two Lighthouses were unable to run this year due to changes in their Trustee base, one will return with a new team and a new site in 2024, the other will not be able to continue.

One new Lighthouse started in Haddenham, a village about 5 miles south-west of Aylesbury and 4 miles north-east of Thame in neighbouring Oxfordshire.

The services provided included:

- Full online admin system enabling child and helper registration, references and DBS checks
- Centralised insurance

- Provision of recruitment materials for children and volunteers
- Best practice policies and processes to comply with legal requirements
- Provision of a Volunteers Handbook
- Provision of leader T-shirts and other merchandise
- Provision of programme resources including teaching material, music, drama, craft and sports guidelines

These 12 Lighthouses were able to reach over 2,250 children and involved over 1,400 volunteer helpers from teenagers to retirees.

### **Chairman's Report for 2023**

We began the year with a Vision Day, re-setting the Lighthouse Central Strategy and Plan.

Our vision: Bringing God's Kingdom to children and young people

Our mission: Growing and supporting the family of Lighthouses across the UK

Lighthouse Central is passionate about seeing children and young people from all walks of life and with any ability encounter God. We support a family of Lighthouses across the UK to provide non-residential holiday clubs for children and young people. We help churches to build strong ties with their local communities, bringing them together to provide fun-filled activity weeks with teaching, sport, craft, performing arts and music.

To fulfil our vision and mission, we set the following strategic objectives which guided our 2023 work and which we envisage will endure for at least 5-10 years::

- Grow the family of Lighthouses nationwide
- Support Lighthouses to be self-sufficient in their core activities
- Secure our financial position
- Establish processes to enable and sustain growth

We were delighted that a new Lighthouse opened at Haddenham with 147 children attending and over 90 volunteers. They plan to increase numbers in 2024.

Lighthouse Burnham will be returning in 2024 and our 15<sup>th</sup> Lighthouse is expected open in Derby City in 2024.

We had the great honour of being the subject of a film made by the Church of England (CofE) that will be shown across all CofE social media channels. We have prayed that this will lead to many new enquiries from communities across the UK who would like to run a Lighthouse of their own.

We supported Lighthouse Hazlemere, who have been running since 2000, in their decision to move from their traditional site and to instead run in a local church primary school. By reducing the number of children attending they were able to use the school and the adjacent Holy Trinity Church, which had recently been extensively remodelled and offered excellent space. The move was extremely effective and the Lighthouse had a very successful year.

Our model shows financial self-sustainability for Lighthouse Central once there are around 50 Lighthouses within the family and using our services. Until then, we are reliant on financial donations from both existing and new supporters and so we put effort into expanding our 'Friends of Lighthouse' initiative and continuing to make applications to funding organisations.

We finished the year again with our Trustees and Director dressed as Santas, complete with beard, and running a 5k fun run in Marlow. The sponsorship was a great success and we also gratefully benefited from a shared pot of money from Marlow Rotary Club, raising over £2,600 in total.

Our biggest initiative throughout 2023 has been adopting a new database, provided externally by The Software Charity. The product is called SignMeUp and is a bespoke, secure, on-line database with an intuitive and easy to use software solution that automates the administration processes required to run a Holiday Club as far as practical. Our existing database was falling behind modern technology practices and was not keeping pace with the demands of a growing base of Lighthouses. We have worked very closely with The Software Charity to ensure that SignMeUp delivers everything and more to run the best holiday club possible.

We said a fond farewell to our Chairman, Graeme Slocombe, towards the end of the year as he moved to elsewhere in the UK. He had steered us out of the Covid-19 pandemic and was instrumental in crafting the strategy and delivery plan. We gave him our very grateful thanks for all his input and guidance.

We are delighted to welcome one new Trustee and one returning Trustee to Lighthouse Central. We are actively recruiting more to ensure strong governance and oversight.

We would also like to thank all the volunteers who work so hard to ensure Lighthouse can continue to be described by many as “the best week of the summer holidays!”

## **Section 4: Financial Review**

### **Financial position**

The annual subscriptions from the 12 Lighthouses that ran this year covered the day-to-day administration costs of Lighthouse Central together with approximately 33% of the costs of the director.

A greater proportion of income came from subscriptions from Lighthouses rather than donations creating a more sustainable funding model going forward. Generous donations from individuals, charitable trusts, and some Lighthouses themselves have enabled us to continue to fund the director. This role is essential to grow the numbers of Lighthouses with the aim that in the long term, the increased subscriptions will enable the charity to be self-sustaining.

We are still seeing a residual effect of the pandemic and the return to pre Covid numbers is slow. A number of Lighthouses have not had as many volunteers as they would like and therefore were unable to take all the children that applied. Despite the worst of the pandemic impacting wider society for around 2 years, we assess our growth trajectory was retrograded by 4-5 years.

### **Principal funding sources**

The principal funding source for the CIO are donations from the beneficiaries of the CIO. Donations from individuals and trusts have also been sources of funding.

### **Reserves policy**

None of our reserves are restricted as to their use. The trustees regularly review the reserves of the charity which are held to meet the ongoing salary costs of the director together with running costs incurred prior to receiving subscriptions from the Lighthouses. The trustees consider that reserves should cover at least 4 months of running and salary costs in normal

circumstances.

#### **Going concern**

In 2024 we will continue to develop a network of “Friends of Lighthouse” to raise further funding from individuals as well as continuing to work with Christian organisations and trusts.

The trustees have a reasonable expectation that fundraising efforts together with the current reserves will enable Lighthouse Central to continue in operational existence for at least one year from the date of approval of the accounts.

#### **Funds in deficit**

There are currently no funds in deficit.

#### **Principal risks and uncertainties**

The timeline of a church or group of individuals expressing an interest in starting a new Lighthouse and it actually starting is generally two years. Initial growth in the first few years is therefore uncertain and at a slow pace. The trustees have therefore deliberately not committed to significant overheads such as premises to minimise costs. Indeed Lighthouse Central relies heavily on the work of volunteers and services generously donated by Peters Research Ltd such as IT skills and administrative time as well as office space and computer hardware and software.

An additional risk identified this year was the financial impact that could be felt by Lighthouse Central should one or more of the Lighthouses not operate for whatever reason. This occurred in 2023: by 2 Lighthouses not running, Lighthouse Central’s income was suppressed by over £3,000 compared to the forecast budget. This risk will be mitigated in future years, including 2024, by forecasting a 20% reduction in overall Lighthouse attendees compared to the numbers agreed with the Lighthouses during budget setting.

#### **Section 5: Declaration**

The trustees declare that they have approved this trustees’ report.

Signed on behalf of the charity’s trustees:



Full name: Mr Benjamin Charles Sharp  
Position: Chair of Trustees

Date: 10 October 2024



## **INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF LIGHTHOUSE CENTRAL**

I report on the accounts for the year ended 31 December 2023 set out on pages 10 to 13.

### **Respective responsibilities of trustees and examiner**

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year (under Section 144(2) of the Charities Act 2011 (the 2011 Act)) and that an independent examination is required.

It is my responsibility to:

- examine the accounts under Section 145 of the 2011 Act
- to follow the procedures laid down in the General Directions given by the Charity Commission (under Section 145(5)(b) of the 2011 Act); and
- to state whether particular matters have come to my attention.

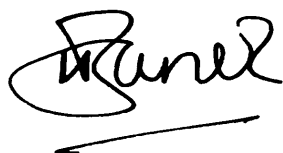
### **Basis of the independent examiner's report**

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statements below.

### **Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that, in any material respect, the requirements:
  - to keep accounting records in accordance with Section 130 of the 2011 Act; and
  - to prepare accounts which accord with the accounting records and to comply with the accounting requirements of the 2011 Acthave not been met; or
2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Mr Ian Branch, FCMA  
1 Westminster Close  
High Wycombe  
Bucks HP11 1QR

12 September 2024

**LIGHTHOUSE CENTRAL  
STATEMENT OF FINANCIAL ACTIVITIES**

**for the year ended 31 December 2023**

		2023 Total Funds	2022 Total Funds
		£	£
<b>INCOME AND ENDOWMENTS FROM</b>	<b>Notes</b>		
Donations		15,597	7,438
<i>Less donations received in 2023 but accrued in 2024</i>	<b>6</b>	<b>(425)</b>	
Gift Aid on donations		2,263	1,825
<b>Charitable activities</b>			
Membership subscriptions & service costs from Lighthouses		19,105	15,040
Fundraising Income		5,398	14,087
Investment Income	<b>2</b>	179	56
<b>Total</b>		<b>42,117</b>	<b>38,446</b>
 <b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
Staff		23,240	29,824
Travel, subsistence and fundraising expenses		4,005	2,876
Purchase of merchandise and volunteers' t-shirts		159	
Annual conference			150
Teaching material development & delivery		200	
Legal fees		600	
Computer costs		470	470
Donation to The Software Charity		19,000	
Insurance		350	315
Banking Fees		60	81
<b>Total</b>		<b>48,084</b>	<b>33,716</b>
 <b>NET INCOME/(EXPENDITURE)</b>		<b>(5,967)</b>	<b>4,729</b>
 <b>Net movement in funds</b>		<b>(5,967)</b>	<b>4,729</b>
 <b>RECONCILIATION OF FUNDS</b>			
 <b>Total funds brought forward</b>		<b>32,229</b>	<b>27,500</b>
 <b>TOTAL FUNDS CARRIED FORWARD</b>		<b>26,263</b>	<b>32,229</b>

**LIGHTHOUSE CENTRAL  
BALANCE SHEET**

**for the year ended 31 December 2023**

		<b>2023</b>	<b>2022</b>
		<b>Total Funds</b>	<b>Total Funds</b>
		<b>£</b>	<b>£</b>
<b>CURRENT ASSETS</b>	<b>Notes</b>		
Cash at bank and in hand		25,080	30,036
Debtors	5	2,161	3,060
<b>CREDITORS</b>			
Amounts falling due within one year	6	(979)	(866)
<b>NET CURRENT ASSETS</b>		<hr/> 26,263	<hr/> 32,229
<b>NET ASSETS</b>		<hr/> 26,263	<hr/> 32,229
<b>FUNDS</b>			
Unrestricted Funds		26,263	32,229
<b>TOTAL FUNDS</b>		<hr/> 26,263	<hr/> 32,229

**LIGHTHOUSE CENTRAL  
NOTES TO THE FINANCIAL STATEMENTS**

**for the year ended 31 December 2023**

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charity, which is a public benefit entity under FRS 102, 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 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

**Financial reporting standard 102 - reduced disclosure exemptions**

The charity has taken advantage of the following disclosure exemption in preparing these financial statements, as permitted by FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland':

- the requirements of Section 7 Statement of Cash Flows.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Taxation**

The charity is exempt from tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. There were no donations received during the year which were restricted in their use.

### **Pension costs and other post-retirement benefits**

The charity has made contributions to a pension scheme totalling £660 during the year to 31 December 2023.

(2022: £914)

## **2. INVESTMENT INCOME**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Interest on bank accounts	<b>179</b>	<b>56</b>

## **3. TRUSTEES' REMUNERATION, BENEFITS AND EXPENSES**

There was no trustees' remuneration or other benefits in the year ended 31 December 2023. (2022: nil)

No Trustee expenses were reimbursed during the year to 31 December 2023. (2022: nil)

## **4. STAFF COSTS**

The average monthly number of employees during the year was as follows:

<b>2023</b>	<b>2022</b>
<b>1</b>	<b>1</b>

No employees received emoluments in excess of £60,000.

## **5. DEBTORS**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Gift Aid receivable from HMRC	<b>2,161</b>	<b>1,309</b>
Lighthouse subscriptions	<b>0</b>	<b>1,122</b>
Donations	<b>0</b>	<b>629</b>
	<b>2,161</b>	<b>3060</b>

## **6. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Tax, national insurance and pension	<b>376</b>	<b>578</b>
Travel, subsistence and fundraising expenses	<b>177</b>	<b>113</b>
Donations received in 2023 but accrued in 2024	<b>425</b>	<b>0</b>
Monies owed to Lighthouses	<b>0</b>	<b>175</b>
	<b>979</b>	<b>866</b>

## **7. RELATED PARTY DISCLOSURES**

Donations totalling £6,251 were received from trustees or close relatives of trustees of the charity. (2022: £785)