

# BOB CARTER MEMORIAL YOUTH AND LEISURE CENTRE TRUST

England & Wales · Charity number 274110

## Details

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**Status** Registered

**Legal form** Other

**Registered** 1977-09-02

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** 19 Harewood Drive  
Taverham  
Norwich  
NR8 6XH

**Phone** 01603260029

**Email** [bobcartercentre@hotmail.com](mailto:bobcartercentre@hotmail.com)

**Website** [www.bobcartercentre.com](http://www.bobcartercentre.com)

## Activities

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**Objects:** TO BUILD AND ESTABLISH A YOUTH AND LEISURE CENTRE FOR THE BENEFIT OF THE INHABITANTS OF DRAYTON WITHOUT DISTINCTION OF SEX OR OF POLITICAL RELIGIOUS OR OTHER OPINIONS BY THE ADVANCEMENT OF EDUCATION AND THE PROVISION OF FACILITIES FOR SOCIAL WELFARE, RECREATION AND LEISURE-TIME OCCUPATION WITH THE OBJECT OF IMPROVING THE CONDITIONS OF LIFE FOR THE SAID INHABITANTS.

**Activities:** To establish and maintain a youth and leisure centre for the benefit of inhabitants of Drayton and the surrounding area, advancement of education and the provision of facilities for social welfare recreation and leisure time occupation with the object of improving the conditions of life of said inhabitants.

## Classification

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- **How:** Provides Buildings/facilities/open Space
- **What:** Amateur Sport, Recreation
- **Who:** The General Public/mankind

## Geography

- **Area of benefit:** THE PARISH OF DRAYTON,NORFOLK
- Norfolk

## Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£206,358	£254,007	-	-
2023-12-31	£173,331	£241,624	-	-
2022-12-31	£144,747	£150,443	-	-
2021-12-31	£139,853	£139,675	-	-
2020-12-31	£115,300	£134,251	-	-

## Trustees

Name	Role	Appointed
JEFFREY ROWLAND ANDERSON	Chair	2000-01-01
Carl Brown		2017-11-15
HILARY DIANE KISBY		
Ian Cunnison		2017-05-17
Judith Maria Durrant		2025-11-19
Michael John Harsley		2024-01-17
THE PARISH COUNCIL OF DRAYTON		2000-01-01

**BOB CARTER MEMORIAL YOUTH AND LEISURE CENTRE TRUST**

England & Wales - Charity number 274110

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# Accounts

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**Bob Carter Memorial Youth and Leisure Centre Trust**

**Charity No. 274110**

**Trustees' Report and Unaudited Accounts**

**31 December 2024**

**Bob Carter Memorial Youth and Leisure Centre Trust**

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**Bob Carter Memorial Youth and Leisure Centre Trust**  
**Trustees Annual Report**

The trustees present their report with the unaudited financial statements of the charity for the year ended 31 December 2024.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Charity No. 274110**

**Principal Office**

School Road  
Drayton  
Norwich  
Norfolk  
NR8 6DW

**Trustees**

The following trustees served during the year:

J. Anderson	Chairman
C. Brown	
I. Cunnison	Treasurer
G. Everett	Resigned 21st May 2025
M. Harsley	
H. Kisby	
K. Rudkin	Resigned 21st May 2025
S. White	Resigned 21st May 2025

**Key Management Personnel**

Centre Manager Mr Alan Karlson

**Accountants**

Andrew Parker Associates Ltd  
Unit 7  
Beech Avenue Business Park  
Beech Avenue, Taverham  
Norwich  
NR8 6HW

**Bankers**

Barclays Bank plc  
Drayton  
Norwich  
Norfolk  
NR8 6DN

**Solicitors**

Mills & Reeve  
1 St James Court  
Whitefriars  
Norwich  
Norfolk  
NR3 1RU

**Bob Carter Memorial Youth and Leisure Centre Trust**

**Trustees Annual Report**

**Report for the year to 31 December 2024**

The year was spent primarily on consolidating work began in the previous year, undertaking essential repairs and completion of reviewing and updating policies.

Running costs of the centre are beginning to become an issue with significant increase in energy costs, National Living Wage and National Insurance Contributions but at present they are not having significance on the day-to-day operation of the Centre.

We have a good working relationship with the Drayton Leisure Centre Club that is reporting a good increase in membership numbers, with the sale of food and drinks showing encouraging growth.

Many events have taken place during the year including hosting and supporting the local Food Bank in their major fund making event of the year. A special event, jointly staged with Drayton Parish Council was held to commemorate the 80th anniversary of the D-day landings. Wartime memorabilia were exhibited; war time food was made available and residents of local care homes attended.

Finally, I offer my thanks to manager, staff and fellow trustees for the support given in this difficult year.

Signed on behalf of the charity's trustees



J. Anderson

Chairman

02 July 2025

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**Bob Carter Memorial Youth and Leisure Centre Trust**

**Independent Examiners Report**

**Independent Examiner's Report to the trustees of Bob Carter Memorial Youth and Leisure Centre Trust**

I report to the trustees on my examination of the financial statements of Bob Carter Memorial Youth and Leisure Centre Trust for the year ended 31 December 2024.

**Responsibilities and basis of report**

As the charity's trustees you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's financial statements carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent examiner's statement**

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

- the accounting records were not kept in respect of the charity as required by section 130 of the Act; or
- the financial statements do not accord with those records; or
- the financial statements do not comply with the applicable requirements concerning the form and content of financial statements set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the financial statements give a 'true and fair' view which is not a matter considered as part of an independent examination.

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 financial statements to be reached.

Andrew Parker FCCA  
Andrew Parker Associates Ltd  
Unit 7  
Beech Avenue Business Park  
Beech Avenue, Taverham  
Norwich  
NR8 6HW  
02 July 2025

**Bob Carter Memorial Youth and Leisure Centre Trust**  
**Statement of Financial Activities**  
**for the year ended 31 December 2024**

	Notes	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
<b>Income and endowments from:</b>				
Other trading activities	3	204,664	204,664	172,950
Other income	4	1,694	1,694	382
<b>Total</b>		<b>206,358</b>	<b>206,358</b>	<b>173,332</b>
<b>Expenditure on:</b>				
Charitable activities	5	4,251	4,251	5,011
Other expenditure	6	249,756	249,756	236,614
<b>Total</b>		<b>254,007</b>	<b>254,007</b>	<b>241,625</b>
Net gains on investments		-	-	-
<b>Net expenditure</b>	7	<b>(47,649)</b>	<b>(47,649)</b>	<b>(68,293)</b>
Transfers between funds		-	-	-
<b>Net expenditure before other gains/(losses)</b>		<b>(47,649)</b>	<b>(47,649)</b>	<b>(68,293)</b>
<b>Other gains and losses</b>				
<b>Net movement in funds</b>		<b>(47,649)</b>	<b>(47,649)</b>	<b>(68,293)</b>
<b>Reconciliation of funds:</b>				
Total funds brought forward		261,396	261,396	329,689
<b>Total funds carried forward</b>		<b>213,747</b>	<b>213,747</b>	<b>261,396</b>

In the 2023 accounts the financial activities balance was understated by £573 (Accounts - £260,823) actual balance (£261,396).

**Bob Carter Memorial Youth and Leisure Centre Trust  
Balance Sheet**

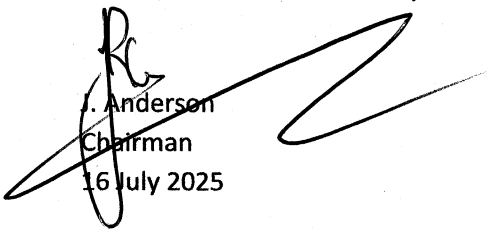
at 31 December 2024

Charity No. 274110

		<b>2024</b>	<b>2023</b>
		<b>£</b>	<b>£</b>
<b>Fixed assets</b>			
Tangible assets	9	130,932	135,045
		<u>130,932</u>	<u>135,045</u>
<b>Current assets</b>			
Stocks	10	-	191
Debtors	11	32,454	39,072
Cash at bank and in hand		76,849	102,804
		<u>109,303</u>	<u>142,067</u>
<b>Creditors: Amount falling due within one year</b>	12	<u>(26,488)</u>	<u>(15,716)</u>
<b>Net current assets</b>		82,815	126,351
<b>Total assets less current liabilities</b>		<u>213,747</u>	<u>261,396</u>
<b>Net assets excluding pension asset or liability</b>		<u>213,747</u>	<u>261,396</u>
<b>Total net assets</b>		<u><u>213,747</u></u>	<u><u>261,396</u></u>
<b>The funds of the charity</b>			
<b>Unrestricted funds</b>	13		
General funds		213,747	183,935
Designated funds		-	77,461
		<u>213,747</u>	<u>261,396</u>
<b>Reserves</b>	13		
<b>Total funds</b>		<u><u>213,747</u></u>	<u><u>261,396</u></u>

Approved by the trustees on 16 July 2025

And signed on their behalf by:

  
J. Anderson  
Chairman  
16 July 2025

**for the year ended 31 December 2024**

**1 Accounting policies**

**Basis of preparation**

The financial statements have been prepared in accordance with Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

**Change in basis of accounting or to previous accounts**

There has been no change to the accounting policies (valuation rules and method of accounting) since last year and no changes have been made to accounts for previous years.

**Fund accounting**

Unrestricted funds	These are available for use at the discretion of the trustees in furtherance of the general objects of the charity.
Designated funds	These are unrestricted funds earmarked by the trustees for particular purposes.
Revaluation funds	These are unrestricted funds which include a revaluation reserve representing the restatement of investment assets at their market values.
Restricted funds	These are available for use subject to restrictions imposed by the donor or through terms of an appeal.

**Income**

Recognition of income	Income is included in the Statement of Financial Activities (SoFA) when the charity becomes entitled to, and virtually certain to receive, the income and the amount of the income can be measured with sufficient reliability.
Income with related expenditure	Where income has related expenditure the income and related expenditure is reported gross in the SoFA.
Donations and legacies	Voluntary income received by way of grants, donations and gifts is included in the the SoFA when receivable and only when the Charity has unconditional entitlement to the income.
Tax reclaims on donations and gifts	Income from tax reclaims is included in the SoFA at the same time as the gift/donation to which it relates.
Donated services and facilities	These are only included in income (with an equivalent amount in expenditure) where the benefit to the Charity is reasonably quantifiable, measurable and material.
Volunteer help	The value of any volunteer help received is not included in the accounts.
Investment income	This is included in the accounts when receivable.
Gains/(losses) on revaluation of fixed assets	This includes any gain or loss resulting from revaluing investments to market value at the end of the year.
Gains/(losses) on investment assets	This includes any gain or loss on the sale of investments.

## **Bob Carter Memorial Youth and Leisure Centre Trust**

### **Notes to the Accounts**

#### **Expenditure**

Recognition of expenditure	Expenditure is recognised on an accruals basis. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.
Expenditure on raising funds	These comprise the costs associated with attracting voluntary income, fundraising trading costs and investment management costs.
Expenditure on charitable activities	These comprise the costs incurred by the Charity in the delivery of its activities and services in the furtherance of its objects, including the making of grants and governance costs.
Grants payable	All grant expenditure is accounted for on an actual paid basis plus an accrual for grants that have been approved by the trustees at the end of the year but not yet paid.
Governance costs	These include those costs associated with meeting the constitutional and statutory requirements of the Charity, including any audit/independent examination fees, costs linked to the strategic management of the Charity, together with a share of other administration costs.
Other expenditure	These are support costs not allocated to a particular activity.

#### **Taxation**

The charity is exempt from tax on its charitable activities.

#### **Freehold investment property**

Investment properties are measured initially at cost and subsequently at fair value at each balance sheet date and are not depreciated. All gains or losses are taken to the Statement of Financial Activities as they arise.

#### **Stocks**

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

#### **Trade and other debtors**

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

#### **Cash and cash equivalents**

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. In the statement of financial position, bank overdrafts are shown within borrowings or current liabilities. In the Statement of Cash Flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the company's cash management.

#### **Trade and other creditors**

Short term creditors are measured at the transaction price. Other creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**Notes to the Accounts**

**Research and development**

Expenditure on research and development is written off in the year in which it is incurred.

**Leased assets**

Where the charity enters into a lease which entails taking substantially all the risks and rewards of ownership of an asset, the lease is treated as a finance lease.

Leases which do not transfer substantially all the risks and rewards of ownership to charity are classified as operating leases.

Assets held under finance leases are initially recognised as assets of the charity at their fair value at the inception of the lease or, if lower, at the present value of the minimum lease payments. The corresponding liability to the lessor is included in the balance sheet date as a finance lease obligation. Lease payments are apportioned between finance expenses and reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liability. Finance expenses are recognised immediately, unless they are directly attributable to qualifying assets, in which case they are capitalised in accordance with the charity's policy on borrowing costs.

Assets held under finance leases are depreciated in the same way as owned assets.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis.

**Pension costs**

The charity operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the charity pays fixed contributions into a separate entity. Once the contributions have been paid the charity has no further payments obligations. The contributions are recognised as expenses when they fall due. Amounts not paid are shown in accruals in the balance sheet. The assets of the plan are held separately from the charity in independently administered funds.

**Receipt of donated goods, facilities and services**

All donated goods, facilities and services received are recognised within incoming resources and expenditure at an estimate of the value to the charity.

**Going Concern**

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

**Bob Carter Memorial Youth and Leisure Centre Trust**  
**Notes to the Accounts**

**2 Statement of Financial Activities - prior year**

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
<b>Income and endowments from:</b>			
Other trading activities	172,949	-	172,949
Other income	382	-	382
<b>Total</b>	<u>173,331</u>	<u>-</u>	<u>173,331</u>
<b>Expenditure on:</b>			
Charitable activities	189,217	-	189,217
Other expenditure	52,407	-	52,407
<b>Total</b>	<u>241,624</u>	<u>-</u>	<u>241,624</u>
<b>Net income</b>	<u>(68,293)</u>	<u>-</u>	<u>(68,293)</u>
<b>Net income before other gains/(losses)</b>	<u>(68,293)</u>	<u>-</u>	<u>(68,293)</u>
<b>Other gains and losses:</b>			
<b>Net movement in funds</b>	<u>(68,293)</u>	<u>-</u>	<u>(68,293)</u>
<b>Reconciliation of funds:</b>			
Total funds brought forward	252,228	77,461	329,689
<b>Total funds carried forward</b>	<u><u>183,935</u></u>	<u><u>77,461</u></u>	<u><u>261,396</u></u>

**3 Income from other trading activities**

	Unrestricted	Total 2024	Total 2023
	£	£	£
Rent from Club	11,496	11,496	8,857
Room Rentals	39,044	39,044	37,657
Sports Hall, Squash and Equipment Hires	89,950	89,950	76,118
	<u>140,490</u>	<u>140,490</u>	<u>122,632</u>

**4 Other income**

	Unrestricted	Total 2024	Total 2023
	£	£	£
Interest Receivable	1,694	1,694	382
	<u>1,694</u>	<u>1,694</u>	<u>382</u>

**Bob Carter Memorial Youth and Leisure Centre Trust**  
**Notes to the Accounts**

**5 Expenditure on charitable activities**

	<b>Unrestricted</b>	<b>Total 2024</b>	<b>Total</b>
	£	£	£
<i>Governance costs</i>			
Accountancy	4,251	4,251	5,011
	<u>4,251</u>	<u>4,251</u>	<u>5,011</u>

**6 Other expenditure**

	<b>Unrestricted</b>	<b>Total 2024</b>	<b>Total 2023</b>
	£	£	£
Employee costs	150,365	150,365	110,248
Premises costs	69,081	69,081	66,514
Amortisation, depreciation, impairment, profit/loss on disposal of fixed assets	4,901	4,901	5,533
General administrative costs	25,409	25,409	23,599
Legal and Professional costs	-	-	25,709
	<u>249,756</u>	<u>249,756</u>	<u>231,603</u>

**7 Net expenditure before transfers**

	<b>2024</b>	<b>2023</b>
	£	£
This is stated after charging:		
Depreciation of owned fixed assets	4,901	5,533

**8 Staff costs**

	<b>2024</b>	
Salaries and wages	149,795	110,248
Pension costs	570	-
	<u>150,365</u>	<u>110,248</u>

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

**Bob Carter Memorial Youth and Leisure Centre Trust**  
**Notes to the Accounts**

9 Tangible fixed assets	Freehold Land and Buildings £	Fixtures and Fittings £	Total £
<b>Cost or revaluation</b>			
At 1 January 2024	203,050	142,569	345,619
Additions	-	788	788
At 31 December 2024	<u>203,050</u>	<u>143,357</u>	<u>346,407</u>
<b>Depreciation and impairment</b>			
At 1 January 2024	75,699	134,875	210,574
Depreciation charge for the year	1,729	3,172	4,901
At 31 December 2024	<u>77,428</u>	<u>138,047</u>	<u>215,475</u>
<b>Net book values</b>			
At 31 December 2024	<u>125,622</u>	<u>5,310</u>	<u>130,932</u>
At 31 December 2023	<u>127,351</u>	<u>7,694</u>	<u>135,045</u>
<b>Net book values of assets held under finance leases and hire purchase contracts and included above</b>			

A 5 year lease granted in favour of the Drayton Leisure Centre Club from 1 January 2013 for the use of the facilities occupied by them was rolled over with effect from 1st January 2018 for an annual rental of £11,500. The Bob Carter Memorial Youth and Leisure Centre Trust, Drayton Youth Club and Drayton Leisure Centre Club are separate bodies and are accounted for separately. A rent of £11,496 has been agreed for the year ending 31st December 2024.

**10 Stocks**

	2024 £	2023 £
Raw materials and consumables	-	191
	<u>-</u>	<u>191</u>
<b>Carrying value analysed by activities</b>		
	2024 £	2023 £
Raw materials and consumables	-	191
	<u>-</u>	<u>191</u>

**Bob Carter Memorial Youth and Leisure Centre Trust**

**Notes to the Accounts**

**11 Debtors**

	<b>2024</b>	<b>2023</b>
	£	£
Trade debtors	1,662	-
Other debtors	30,603	36,864
Prepayments and accrued income	189	2,208
	<u>32,454</u>	<u>39,072</u>

Debtors included a total of £30,603 (2023: 36,864) owing by Drayton Leisure Centre Club

**12 Creditors:**

amounts falling due within one year

	<b>2024</b>	<b>2023</b>
	£	£
Trade creditors	1,026	-
Other taxes and social security	14,038	5,713
Accruals	7,574	10,003
Deferred income	3,850	-
	<u>26,488</u>	<u>15,716</u>

**13 Movement in funds**

	<b>At 1 January 2024</b>	<b>Incoming resources (including other gains/losses) £</b>	<b>Resources expended £</b>	<b>At 31 December 2024 £</b>
<b>Restricted funds:</b>				
<b>Unrestricted funds:</b>				
General funds	183,935	206,358	(254,007)	136,286
Designated funds	77,461			77,461
<b>Total funds</b>	<u>261,396</u>	<u>206,358</u>	<u>(254,007)</u>	<u>213,747</u>

**14 Analysis of net assets between funds**

	<b>2024</b>	<b>2024</b>	<b>2024</b>
	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total £</b>
Fixed assets	-	130,932	130,932
Net current assets	6,243	76,572	82,815
	<u>6,243</u>	<u>207,504</u>	<u>213,747</u>

**Bob Carter Memorial Youth and Leisure Centre Trust**  
**Notes to the Accounts**

**15 Reconciliation of net debt**

	<b>At 1 January</b>	<b>Cash flows</b>	<b>At 31</b>
	<b>2024</b>		<b>December</b>
	<b>£</b>	<b>£</b>	<b>2024</b>
			<b>£</b>
Cash and cash equivalents	102,804	(25,955)	76,849
	<u>102,804</u>	<u>(25,955)</u>	<u>76,849</u>
Net debt	<u>102,804</u>	<u>(25,955)</u>	<u>76,849</u>

**16 Commitments**

***Operating lease commitments***

Annual commitments under non-cancellable operating leases are as follows:

	<b>2024</b>	<b>2024</b>
	<b>Land and</b>	<b>Other</b>
	<b>buildings</b>	
	<b>£</b>	<b>£</b>
Operating leases with expiry date:		

***Pension commitments***

	<b>2024</b>
	<b>£</b>
The pension cost charge to the charity amounted to:	<u>570</u>

**Bob Carter Memorial Youth and Leisure Centre Trust****Detailed Statement of Financial Activities**

Telephone, fax and broadband	2,232	2,232	2,879
	<u>30,310</u>	<u>30,310</u>	<u>29,132</u>
Legal and professional costs			
Retrospective recharge adjustment	-	-	30,624
Solicitor's fees	-	-	61
Other legal and professional costs	-	-	35
	<u>-</u>	<u>-</u>	<u>30,720</u>
<b>Total of expenditure of other costs</b>	<u>249,756</u>	<u>249,756</u>	<u>236,614</u>
<b>Total expenditure</b>	<u>254,007</u>	<u>254,007</u>	<u>241,625</u>
Net gains on investments	-	-	-
<b>Net expenditure</b>	<u>(47,649)</u>	<u>(47,649)</u>	<u>(68,293)</u>
<b>Net expenditure before other gains/(losses)</b>	<u>(47,649)</u>	<u>(47,649)</u>	<u>(68,293)</u>
Other Gains	-	-	-
<b>Net movement in funds</b>	<u>(47,649)</u>	<u>(47,649)</u>	<u>(68,293)</u>
<b>Reconciliation of funds:</b>			
Total funds brought forward	261,396	261,396	329,689
<b>Total funds carried forward</b>	<u>213,747</u>	<u>213,747</u>	<u>261,396</u>

**Adjustments to profit and loss figures**

The previous accountants (Aston Shaw) produced a journal in the 2023 to the reserve accounts which did not balance. We therefore corrected this in the 2024 accounts by increasing wages and salary by £5,181 & general expenses by £6,342.

**BOB CARTER MEMORIAL YOUTH AND LEISURE CENTRE TRUST**

England & Wales - Charity number 274110

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# Accounts

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**Bob Carter Memorial Youth  
and Leisure Centre Trust**

Charity Registration Number: 274110

**Accounts for the Year Ended  
31-Dec-23**

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

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for the Year Ended 31 December 2023**

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**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Charity Reference and Administrative Details  
for the Year Ended 31 December 2023**

Charity Registration Number: 274110

Governing Document: Trust Deed executed 12 July 1977

Corporate Trustee: The Parish Council of Drayton

Trustees & Management Committee: Mr J Anderson (Chairman)  
Mr I Cunnison (Treasurer)  
Mrs H Kisby  
Mr C Brown  
Mr G Everett  
Mrs S White  
Mrs K Rudkin  
Mr M Harsley

Centre Manager: Mr Alan Karlson

Address of Principal Office: School Road  
Drayton  
Norwich  
Norfolk  
NR8 6DW

Independent Examiners: Aston Shaw  
Chartered Certified Accountants & Registered Auditor  
The Union Building  
51-59 Rose Lane  
Norwich  
Norfolk  
NR1 1BY

Solicitors: Mills & Reeve  
1 St James Court  
Whitefriars  
Norwich  
NR3 1RU

Bankers: Barclays Bank plc  
Drayton  
Norwich  
Norfolk  
NR8 6DN

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Trustees' Annual Report  
for the Year Ended 31 December 2023**

The Trustees present their annual report and financial statements of the Bob Carter Memorial Youth and Leisure Centre Trust for the year ended 31 December 2023. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

**Structure, governance and management**

**Governing document**

The Trust's governing document was executed on 12 July 1977.

**Trustees**

The Trustees are the Management Committee and a majority of these have to be nominated by Drayton Parish Council under the Trust Deed.

The individual trustees who have served during the year and since the year end are as follows:

Mr J Anderson  
Mr I Cunnison  
Mrs H Kisby  
Mr C Brown  
Mr G Everett  
Mrs S White  
Mrs K Rudkin  
Mr M Harsley

**Appointment of trustees**

Trustees are elected annually at an annual general meeting and hold office from one meeting to the next. Casual vacancies arising during the year are filled either by the Parish Council or by appointment by the Committee paying due regard to the aforementioned intended composition.

**Trustee induction and training**

New trustees are briefed on their legal obligations under charity law, the contents of the constitution and rules, the decision making processes, the business plan and recent financial performance of the charity.

**Organisational structure**

The Management Committee has overall control of the Centre. Day to day activities are overseen by a centre manager.

The Management Committee aim to run the charity in a non-complex manner.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Trustees' Annual Report  
for the Year Ended 31 December 2023 (continued)**

**Risk management**

The Management Committee have conducted a review of the major risks to which the charity is exposed and systems have been established to mitigate those risks in the form of good practice. These procedures are periodically reviewed to ensure that they still meet the needs of the charity.

**Objectives and activities**

The Trust was set up to build and establish a Youth and Leisure Centre for the benefit of the inhabitants of the Parish of Drayton (the area of benefit) and the immediate surrounding area in the County of Norfolk without distinction of sex, political, religious or other opinions by the advancement of education and the provision of facilities for social welfare recreation and leisure time occupation with the object of improving the conditions of life for the said inhabitants.

**Public benefit**

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's objectives and aims and in planning future activities. In particular, the trustees consider how planned activities are consistent with and will further the stated aims and objectives.

**Financial Review**

The attached financial statements show the current state of the finances.

The Trustees are of the opinion that the state of the Charity's affairs is satisfactory. There are no plans for any material changes in the nature of the charity's activities.

Changes in fixed assets during the year are as set out in Note 9 and capital commitments are as set out in Note 12.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Trustees' Annual Report  
for the Year Ended 31 December 2023 (continued)**

**Related parties**

The catering and bar facilities found within the Centre are run by the Drayton Leisure Centre Club, a separately constituted body. The Club pays a rent for its occupancy and is charged for associated utilities and facilities used. The two parties are inter-dependent and complimentary.

**Statement of Trustees' responsibilities**

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

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust Deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

  
.....  
Mr J.F. Anderson  
Chairman

Dated: June 2024

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Independent Examiner's Report to the Trustees of  
Bob Carter Memorial Youth and Leisure Centre Trust**

We report to the charity's Trustees on our examination of the Accounts of the Bob Carter Memorial Youth and Leisure Centre Trust for the year ended 31 December 2023 which are set out on pages 7 to 14.

**Responsibilities and basis of report**

As the charity's Trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

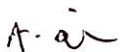
We report in respect of our examination of the charity's accounts carried out under section 145 of the 2011 Act and in carrying out our examination we have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent examiner's statement**

We have completed our examination. We confirm that no material matters have come to our attention in connection with the examination which gives us cause to believe that in any material respect:

1. accounting records were not kept in respect of the charity as required by section 130 of the Charities Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

We 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.



Andrew Gibbins FCCA  
For and on behalf of Aston Shaw Limited

Aston Shaw  
Chartered Certified Accountants & Registered Auditors  
The Union Building  
51-59 Rose Lane  
Norwich  
NR1 1BY

June 2024

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Statement of Financial Activities  
for the Year Ended 31 December 2023**

	Note	General Fund	Designated Funds	Total 2023	Total 2022
<b>Income from:</b>					
Donations and legacies	3	-	-	-	-
Other trading activities	3	172,949	-	172,949	144,691
Coronavirus grants		-	-	-	-
Investments		382	-	382	56
<b>Total income</b>		<b>173,331</b>	<b>-</b>	<b>173,331</b>	<b>144,747</b>
<b>Expenditure on:</b>					
Raising funds and charitable activities	4	189,217	-	189,217	112,045
Governance	4	52,407	-	52,407	38,399
<b>Total expenditure</b>		<b>241,624</b>	<b>-</b>	<b>241,624</b>	<b>150,443</b>
<b>Net income/(expenditure) and net movement in funds</b>		<b>(68,293)</b>	<b>-</b>	<b>(68,293)</b>	<b>(5,696)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		252,228	77,461	329,116	334,813
<b>Total funds carried forward</b>		<b>£ 183,935</b>	<b>£ 77,461</b>	<b>£ 260,823</b>	<b>£ 329,116</b>

The notes on pages 9 to 14 form part of these financial statements.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Balance Sheet  
as at 31 December 2023**

	Note	2023	2022
		£	£
<b>Fixed assets</b>			
Tangible assets	9	135,045	133,146
<b>Current assets</b>			
Stocks		191	191
Debtors	10	39,072	64,094
Cash at bank and in hand		102,804	142,175
		<u>142,067</u>	<u>206,460</u>
<b>Creditors</b>			
Amounts falling due within one year	11	<u>15,716</u>	<u>10,490</u>
<b>Net current assets</b>		126,351	195,970
<b>Net assets</b>		<u>£ 261,396</u>	<u>£ 329,116</u>
<b>Charity funds</b>	13		
Unrestricted General Fund		183,935	245,961
Unrestricted Designated Funds		77,461	83,155
<b>Total charity funds</b>		<u>£ 261,396</u>	<u>£ 329,116</u>

The financial statements were approved and authorised for issue by the board of Trustees on 2024.

Signed on behalf of the board of Trustees

  
.....  
J Anderson  
(Chairman)

  
.....  
I Cunnison  
(Treasurer)

Dated: June 2024

The notes on pages 9 to 14 form part of these financial statements.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts  
for the Year Ended 31 December 2023**

**1. Summary of Significant Accounting Policies**

**a. Basis of Preparation.** The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

**b. Funds.** General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Investment income and gains are allocated to the appropriate funds.

**c. Income Recognition.** All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received. No amount is included in the financial statements for volunteer time in line with the SORP. Further detail is given in the Trustees' Annual Report.

**d. Expenditure Recognition.** All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs to that category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. Fund-raising costs are those incurred in seeking voluntary contributions to the charity. Costs of generating funds and costs of charitable activities are those items incurred directly in support of the objects of the charity. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

**e. Tangible Fixed Assets.** Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold Buildings	1% on cost
Property Improvements	20% on straight line
Fixtures, Fittings and Equipment	25% on straight line

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2023**

f. Stock. Stock consists of purchased goods for resale and stocks of supplies. Stocks are stated at the lower of cost and estimated selling price.

g. Leasing Commitments. Rentals payable under operating leases are charged to the SOFA on a straight line basis over the period of the lease.

h. Employee Benefits. When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service. The charity operates a defined contribution plan for the benefit of its employees who are automatically enrolled under Automatic Enrolment requirements. Contributions are expensed as they become payable.

i. Administration Cross Charge is due from the Drayton Leisure Centre Club.

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

**2. Gift Aid**

Two Gift Aid agreements exist between Bob Carter Memorial Youth and Leisure Centre Club and Drayton Leisure Centre Club to meet tax and charity law. The first agreement covers taxable profits that are required to be paid over to the Trust. The second agreement ensures Club surpluses in excess of one half of members and guest fees, which the Club is allowed to retain (as agreed with the Charity Commissioners), are paid over subject to the Club's balance sheet not being in deficit (in which case the Club is allowed to retain sufficient profit to cover the deficit).

**3. Incoming Resources**

	Note	Unrestricted Fund	Designated Fund	Total 2023	Total 2022
<u>From Donations And Legacies</u>					
Gift Aid	2	£ -	£ -	£ -	£ -
<u>From Other Trading Activities</u>					
Rental Income		46,514	-	46,514	30,003
Sports Hall, Squash Court and Hires		76,118	-	76,118	72,416
Administration Cross Charge	1	50,295	-	50,295	40,930
Sundry Income		23	-	23	1,342
		<u>£ 172,950</u>	<u>£ -</u>	<u>£ 172,950</u>	<u>£ 144,691</u>

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2023**

**4. Expenditure**

Expenditure On Raising Funds And Charitable Activities:

	Provision of Facilities for Social Welfare	Governance	Total 2023	Total 2022
Salaries	66,544	43,705	110,248	76,113
Rates	820	43	864	1,261
Light, Heat and Water	23,862	1,256	25,118	22,260
Insurance	8,548	450	8,998	7,481
Telephone and Postage	2,591	288	2,879	2,043
Stationery and Advertising	2,143	238	2,381	1,979
Cleaning	3,805	-	3,805	18,429
General Expenses	2,308	-	2,308	692
Accountancy	-	5,011	5,011	5,125
Secretarial	-	62	62	150
Licences	2,486	-	2,486	572
Repairs and Redecorations	27,730	-	27,730	3,861
Legal and Professional Fees	35	-	35	30
Retrospective Recharge Adjustment	30,624	-	30,624	-
Leasing Charges	2,008	223	2,231	441
Bank Charges	375	42	417	434
Depreciation	5,533	-	5,533	3,708
Irrecoverable VAT	9,807	1,090	10,897	5,864
	<u>£ 189,217</u>	<u>£ 52,407</u>	<u>£ 241,625</u>	<u>£ 150,443</u>

**5. Staff Costs and Employee Benefits**

	Unrestricted Fund	Designated Fund	Total 2023	Total 2022
Wages and Salaries	108,389	-	108,389	74,748
Social Security	833	-	833	881
Employer's Pension Contributions	1,026	-	1,026	1,305
	<u>£ 110,248</u>	<u>£ -</u>	<u>£ 110,248</u>	<u>£ 76,934</u>

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

	2023	2022
Employed for raising funds	7	4
Management	2	4
	<u>9</u>	<u>8</u>

No employees received total employee benefits of more than £60,000.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2023**

**6. Trustees' and Key Management Personnel Remuneration and Expenses**

The trustees neither received nor waived any remuneration during the year nor have they charged any expenses to the trust. If applicable, any payments made to trustees are only in respect of reimbursements for purchases made on behalf of the charity.

The amount of employee benefits received between two key management personnel is £43,705 in total (2022 - £60,528).

**7. Independent Examiner's Remuneration**

The independent examiner's remuneration, including the independent examination fee and other accountancy services, amounts to £5,011 (2022 - £ 5,125).

**8. Indemnity Insurance**

The Trust has insurance to protect itself from losses arising from the consequences of any neglect or defaults of its employees and to indemnify the trustees or other officers against the consequences of any neglect or default. This is paid as part of the combined insurance policy.

**9. Fixed Assets**

	Freehold Land, Buildings and Improvements	Fixtures Fittings and Equipment	Total
	£	£	£
<b>Cost</b>			
At 1 January 2023	203,050	135,137	338,187
Additions	-	7,432	7,432
Disposals	-	-	-
At 31 December 2023	<u>£ 203,050</u>	<u>£ 142,569</u>	<u>£ 345,619</u>
<b>Depreciation</b>			
At 1 January 2023	73,970	131,071	205,040
Charge for the year	1,729	3,804	5,533
Written back on disposals	-	-	-
At 31 December 2023	<u>£ 75,699</u>	<u>£ 134,875</u>	<u>£ 210,574</u>
<b>Net Book Value</b>			
At 31 December 2022	<u>£ 129,081</u>	<u>£ 4,066</u>	<u>£ 133,146</u>
At 31 December 2023	<u>£ 127,352</u>	<u>£ 7,693</u>	<u>£ 135,045</u>

During the year the buildings were insured for in excess of £1,900,000

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2023**

**9. Fixed Assets (continued)**

A 5 year lease granted in favour of the Drayton Leisure Centre Club from 1 January 2013 for the use of the facilities occupied by them was rolled over with effect from 1st January 2018 for an annual rental of £11,500. The Bob Carter Memorial Youth and Leisure Centre Trust, Drayton Youth Club and Drayton Leisure Centre Club are separate bodies and are accounted for separately. A rent of £8,857 has been agreed for the year ending 31st December 2023.

**10. Debtors**

	2023 £	2022 £
Other Debtors	36,864	61,900
Prepayments	-	333
Accrued Income	2,208	1,861
	<u>£ 39,072</u>	<u>£ 64,094</u>

Debtors includes a total of £61,900 (2021: £35,448) owing by Drayton Leisure Centre Club.

**11. Creditors - Amounts falling due within one year**

	2023 £	2022 £
Trade Creditors	-	-
Other Taxes & Social Security	5,713	1,510
Accruals	10,003	8,980
	<u>£ 15,716</u>	<u>£ 10,490</u>

**12. Capital Commitments**

The Trustees have an aspiration to finance the building of an extension for sporting activities although the plans to build an extension have made little progress within the year. The anticipated costs are expected to be at least £300,000 which will be funded by reserves, loans, grants and donations. However, these plans are currently on hold, with a refurbishment of Room 1 taking priority.

**13. Analysis of net assets between funds**

	Tangible Fixed Assets £	Net Current Assets £	Total £
Unrestricted Funds			
General Fund	135,045	43,195	178,240
Designated Funds:			
Substantial Building Work Repairs	-	12,763	12,763
Building Extension	-	70,393	70,393
	<u>£ 135,045</u>	<u>£ 126,351</u>	<u>£ 261,396</u>

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2023**

**13. Analysis of net assets between funds (continued)**

The Substantial Building Work Repairs Fund was originally designated as the Future Roof Repairs Fund. The Committee have decided that to reflect the current position of the Trust, the scope of this fund should be widened to be a fund to cover costs accruing from any significant repairs needed to the roof, walls and structure of the Centre's buildings.

The Building Extension Fund is aggregating monies to facilitate the building extension.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Income and Expenditure Account  
for the Year Ended 31 December 2023**

	2023		2022	
	£	£	£	£
<b>Income</b>				
Gift Aid		-		-
Rent from Club		8,857		8,616
Barclays Rent		17,618		-
Room Rentals		20,039		21,387
Sports Hall, Squash and Equipment Hires		76,118		72,416
Administration Cross Charge		50,295		40,930
Local Authority Coronavirus Grant		-		-
Coronavirus Job Retention Scheme		-		-
Sundry Income		23		1,342
Interest Receivable		382		56
		<u>173,331</u>		<u>144,747</u>
<b>Expenditure</b>				
Salaries	110,248		76,113	
Rates	864		1,261	
Light, Heat and Water	25,118		22,260	
Insurance	8,998		7,481	
Telephone and Postage	2,879		2,043	
Stationery and Advertising	2,381		1,979	
Cleaning	3,805		18,429	
General Expenses	2,308		692	
Accountancy	5,011		5,125	
Secretarial	62		150	
Licences	2,486		572	
Repairs and Redecorations	27,730		3,861	
Legal and Professional Fees	35		30	
Retrospective Recharge Adjustment	30,624		-	
Leasing Charges	2,231		441	
Bank Charges	417		434	
Depreciation	5,533		3,708	
Irrecoverable VAT	10,897		5,864	
		<u>241,625</u>		<u>150,443</u>
Surplus / (deficit) of Income over Expenditure for the year		<u>£ (68,294)</u>		<u>£ (5,697)</u>

Pages 15 and 16 do not form part of the accounts but are provided for additional information.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Working Capital Analysis  
as at 31 December 2023**

	2023		2022	
	£	£	£	£
<b>Current Assets</b>				
Stock				
Sports & Other Stocks	191		191	
		191		191
Debtors				
Accrued Income: Rooms	647		804	
Sports Hall	1,561		660	
Interest	-		13	
Other	-		385	
Other Debtors: Due from Club	36,864		61,900	
Prepayments: Repairs and Renewals	-		51	
Other	-		282	
		39,072		64,094
Cash at Bank and in Hand				
Bank: Current A/c's	8,945		14,658	
Business Saver A/c	2,841		6,191	
Business Tracker & Deposit A/c's	90,462		121,194	
Cash in Hand: Petty Cash	535		111	
Float	20		20	
		102,804		142,175
		<u>142,067</u>		<u>206,459</u>
<b>Current Liabilities</b>				
Amounts falling due within one year				
Creditors: Cleaning	-		-	
VAT	3,227		1,510	
PAYE	2,486		-	
Accruals: Accountancy	4,481		4,526	
Light, Heat and Water	-		2,299	
Wages & Pensions	-		676	
Other	5,522		1,479	
		<u>15,716</u>		<u>10,490</u>
<b>Working Capital</b>		<u>126,351</u>		<u>195,970</u>

**BOB CARTER MEMORIAL YOUTH AND LEISURE CENTRE TRUST**

England & Wales - Charity number 274110

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# Accounts

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**Bob Carter Memorial Youth  
and Leisure Centre Trust**

Charity Registration Number: 274110

**Accounts for the Year Ended  
31 December 2022**

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Contents of the Financial Statements  
for the Year Ended 31 December 2022**

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**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Charity Reference and Administrative Details  
for the Year Ended 31 December 2022**

Charity Registration Number: 274110

Governing Document: Trust Deed executed 12 July 1977

Corporate Trustee: The Parish Council of Drayton

Trustees & Management Committee: Mr J Anderson (Chairman)  
Mr I Cunnison  
~~Mr C Binn~~  
Mrs H Kisby  
Mr A Heaford   
Mr G Everett  
Mr C Brown  
Mr S Boore  
The Parish Council of Drayton

Centre Manager: Mr Alan Karlson

Address of Principal Office: School Road  
Drayton  
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Norfolk  
NR8 6DW

Independent Examiners: Aston Shaw  
Chartered Certified Accountants & Registered Auditor  
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Bankers: Barclays Bank plc  
Drayton  
Norwich  
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**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Trustees' Annual Report  
for the Year Ended 31 December 2022**

The Trustees present their annual report and financial statements of the Bob Carter Memorial Youth and Leisure Centre Trust for the year ended 31 December 2022. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

**Structure, governance and management**

**Governing document**

The Trust's governing document was executed on 12 July 1977.

**Trustees**

The Trustees are the Management Committee and a majority of these have to be nominated by Drayton Parish Council under the Trust Deed.

The individual trustees who have served during the year and since the year end are as follows:

Mr J Anderson  
Mr C Binns  
Mrs H Kisby  
Mr A Heaford  
Mr G Everett  
Mr I Cunnison  
Mr C Brown  
Mr S Boore

The Parish Council of Drayton

**Appointment of trustees**

Trustees are elected annually at an annual general meeting and hold office from one meeting to the next. Casual vacancies arising during the year are filled either by the Parish Council or by appointment by the Committee paying due regard to the aforementioned intended composition.

**Trustee induction and training**

New trustees are briefed on their legal obligations under charity law, the contents of the constitution and rules, the decision making processes, the business plan and recent financial performance of the charity.

**Organisational structure**

The Management Committee has overall control of the Centre. Day to day activities are overseen by a centre manager.

The Management Committee aim to run the charity in a non-complex manner.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Trustees' Annual Report  
for the Year Ended 31 December 2022 (continued)**

**Risk management**

The Management Committee have conducted a review of the major risks to which the charity is exposed and systems have been established to mitigate those risks in the form of good practice. These procedures are periodically reviewed to ensure that they still meet the needs of the charity.

**Objectives and activities**

The Trust was set up to build and establish a Youth and Leisure Centre for the benefit of the inhabitants of the Parish of Drayton (the area of benefit) and the immediate surrounding area in the County of Norfolk without distinction of sex, political, religious or other opinions by the advancement of education and the provision of facilities for social welfare recreation and leisure time occupation with the object of improving the conditions of life for the said inhabitants.

**Public benefit**

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's objectives and aims and in planning future activities. In particular, the trustees consider how planned activities are consistent with and will further the stated aims and objectives.

**Achievements and performance**

The centre has continued to recover after the Covid-19 pandemic, turnover has increased steadily but is not back to pre-pandemic levels.

There has been a great deal of change at the centre in the year with the centre manager Mr Ron Halliday passed away during the year, and the assistant manager Mr Adam Collins left the centre. There is a new management team in place, headed by the new centre manager Mr Alan Karlson. The new management team will be looking

**Financial Review**

The attached financial statements show the current state of the finances.

The Trustees are of the opinion that the state of the Charity's affairs is satisfactory. There are no plans for any material changes in the nature of the charity's activities.

Changes in fixed assets during the year are as set out in Note 9 and capital commitments are as set out in Note 12.

**Reserves policy**

The historical cost of the land and buildings from which the Charity operates accounts for about 40% of the total reserves. The Trust is seeking to accumulate funds to finance the building of an extension to add to the range of leisure facilities it can offer.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Trustees' Annual Report  
for the Year Ended 31 December 2022 (continued)**

**Reserves policy (continued)**

The Management Committee have established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets ('the free reserves') held by the charity should be between three and six months of the resources expended, which equates to £37,610 to £75,221 in general funds. At this level, the Management Committee feels that they would be able to continue the current activities of the charity in the event of a significant drop in funding. It would obviously be necessary to consider how the funding would be replaced or activities changed. At present, the free reserves, which amount to £112,810 exceed this target level.

**Related parties**

The catering and bar facilities found within the Centre are run by the Drayton Leisure Centre Club, a separately constituted body. The Club pays a rent for its occupancy and is charged for associated utilities and facilities used. The two parties are inter-dependent and complimentary.

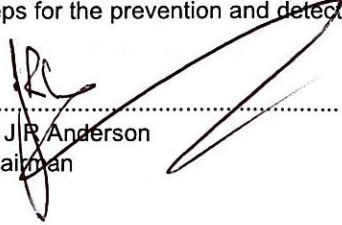
**Statement of Trustees' responsibilities**

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

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust Deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

  
.....  
Mr J R Anderson  
Chairman

Dated: March 2023

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Independent Examiner's Report to the Trustees of  
Bob Carter Memorial Youth and Leisure Centre Trust**

We report to the charity's Trustees on our examination of the Accounts of the Bob Carter Memorial Youth and Leisure Centre Trust for the year ended 31 December 2022 which are set out on pages 7 to 14.

**Responsibilities and basis of report**

As the charity's Trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

We report in respect of our examination of the charity's accounts carried out under section 145 of the 2011 Act and in carrying out our examination we have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent examiner's statement**

We have completed our examination. We confirm that no material matters have come to our attention in connection with the examination which gives us cause to believe that in any material respect:

1. accounting records were not kept in respect of the charity as required by section 130 of the Charities Act;
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

We 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.



Andrew Gibbins ACCA  
For and on behalf of Aston Shaw Limited

Aston Shaw  
Chartered Certified Accountants & Registered Auditors  
The Union Building  
51-59 Rose Lane  
Norwich  
NR1 1BY

March 2023

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Statement of Financial Activities  
for the Year Ended 31 December 2022**

	Note	General Fund	Designated Funds	Total 2022	Total 2021
<b>Income from:</b>					
Donations and legacies	3	-	-	-	-
Other trading activities	3	144,691	-	144,691	94,577
Coronavirus grants		-	-	-	45,249
Investments		51	5	56	27
<b>Total income</b>		<b>144,742</b>	<b>5</b>	<b>144,747</b>	<b>139,853</b>
<b>Expenditure on:</b>					
Raising funds and charitable activities	4	112,045	-	112,045	106,077
Governance	4	38,399	-	38,399	33,598
<b>Total expenditure</b>		<b>150,443</b>	<b>-</b>	<b>150,443</b>	<b>139,675</b>
<b>Net income/(expenditure) and net movement in funds</b>		<b>(5,701)</b>	<b>5</b>	<b>(5,696)</b>	<b>178</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		251,657	83,155	334,813	334,635
<b>Total funds carried forward</b>		<b>£ 245,956</b>	<b>£ 83,160</b>	<b>£ 329,116</b>	<b>£ 334,813</b>

The notes on pages 9 to 14 form part of these financial statements.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Balance Sheet  
as at 31 December 2022**


	Note	2022		2021	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	9		133,146		132,844
<b>Current assets</b>					
Stocks		191		191	
Debtors	10	64,094		41,357	
Cash at bank and in hand		142,175		170,562	
		<u>206,460</u>		<u>212,110</u>	
<b>Creditors</b>					
Amounts falling due within one year	11	<u>10,490</u>		<u>10,144</u>	
<b>Net current assets</b>			195,970		201,966
<b>Net assets</b>			<u>£ 329,116</u>		<u>£ 334,810</u>
<b>Charity funds</b>	13				
Unrestricted General Fund			245,956		251,655
Unrestricted Designated Funds			83,160		83,155
<b>Total charity funds</b>			<u>£ 329,116</u>		<u>£ 334,810</u>

The financial statements were approved and authorised for issue by the board of Trustees on 2023.

Signed on behalf of the board of Trustees

  
.....  
J Anderson  
(Chairman)

Dated: March 2023

  
.....  
I Cunnison  
(Treasurer)

The notes on pages 9 to 14 form part of these financial statements.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts  
for the Year Ended 31 December 2022**

**1. Summary of Significant Accounting Policies**

**a. Basis of Preparation.** The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

**b. Funds.** General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Investment income and gains are allocated to the appropriate funds.

**c. Income Recognition.** All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received. No amount is included in the financial statements for volunteer time in line with the SORP. Further detail is given in the Trustees' Annual Report.

**d. Expenditure Recognition.** All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs to that category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. Fund-raising costs are those incurred in seeking voluntary contributions to the charity. Costs of generating funds and costs of charitable activities are those items incurred directly in support of the objects of the charity. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

**e. Tangible Fixed Assets.** Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold Buildings	1% on cost
Property Improvements	20% on straight line
Fixtures, Fittings and Equipment	25% on straight line

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2022**

f. Stock. Stock consists of purchased goods for resale and stocks of supplies. Stocks are stated at the lower of cost and estimated selling price.

g. Leasing Commitments. Rentals payable under operating leases are charged to the SOFA on a straight line basis over the period of the lease.

h. Employee Benefits. When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service. The charity operates a defined contribution plan for the benefit of its employees who are automatically enrolled under Automatic Enrolment requirements. Contributions are expensed as they become payable.

i. Administration Cross Charge is due from the Drayton Leisure Centre Club.

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

**2. Gift Aid**

Two Gift Aid agreements exist between Bob Carter Memorial Youth and Leisure Centre Club and Drayton Leisure Centre Club to meet tax and charity law. The first agreement covers taxable profits that are required to be paid over to the Trust. The second agreement ensures Club surpluses in excess of one half of members and guest fees, which the Club is allowed to retain (as agreed with the Charity Commissioners), are paid over subject to the Club's balance sheet not being in deficit (in which case the Club is allowed to retain sufficient profit to cover the deficit).

**3. Incoming Resources**

	Note	Unrestricted Fund	Designated Fund	Total 2022	Total 2021
<u>From Donations And Legacies</u>					
Gift Aid	2	£ -	£ -	£ -	£ -
<u>From Other Trading Activities</u>					
Rental Income		30,003	-	30,003	22,307
Sports Hall, Squash Court and Hires		72,416	-	72,416	45,397
Administration Cross Charge	1	40,930	-	40,930	26,217
Sundry Income		1,342	-	1,342	656
		<u>£ 144,691</u>	<u>£ -</u>	<u>£ 144,691</u>	<u>£ 94,577</u>

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2022**

**4. Expenditure**

Expenditure On Raising Funds And Charitable Activities:

	Provision of Facilities for Social Welfare	Governance	Total 2022	Total 2021
Salaries	45,615	30,498	76,113	76,934
Rates	1,198	63	1,261	778
Light, Heat and Water	21,147	1,113	22,260	15,091
Insurance	7,107	374	7,481	5,728
Telephone and Postage	1,839	204	2,043	1,121
Stationery and Advertising	1,781	198	1,979	893
Cleaning	18,429	-	18,429	14,744
General Expenses	692	-	692	180
Accountancy	-	5,125	5,125	5,096
Secretarial	-	150	150	150
Licences	572	-	572	766
Repairs and Redecorations	3,861	-	3,861	4,782
Legal and Professional Fees	30	-	30	1,643
Leasing Charges	397	44	441	289
Bank Charges	391	43	434	466
Depreciation	3,708	-	3,708	7,465
Irrecoverable VAT	5,278	586	5,864	3,550
	<u>£ 112,045</u>	<u>£ 38,399</u>	<u>£ 150,443</u>	<u>£ 139,675</u>

**5. Staff Costs and Employee Benefits**

	Unrestricted Fund	Designated Fund	Total 2022	Total 2021
Wages and Salaries	74,254	-	74,254	74,748
Social Security	833	-	833	881
Employer's Pension Contributions	1,026	-	1,026	1,305
	<u>£ 76,113</u>	<u>£ -</u>	<u>£ 76,113</u>	<u>£ 76,934</u>

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

	2022	2021
Employed for raising funds	4	4
Management	4	4
	<u>8</u>	<u>8</u>

No employees received total employee benefits of more than £60,000.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2022**

**6. Trustees' and Key Management Personnel Remuneration and Expenses**

The trustees neither received nor waived any remuneration during the year nor have they charged any expenses to the trust. If applicable, any payments made to trustees are only in respect of reimbursements for purchases made on behalf of the charity.

The amount of employee benefits received between three key management personnel is £60,528 in total (2021 - £58,307). The Trust considers its key management personnel to comprise the two Centre Managers and one Assistant Manager.

**7. Independent Examiner's Remuneration**

The independent examiner's remuneration, including the independent examination fee and other accountancy services, amounts to £5,125 (2021 - £ 5,096).

**8. Indemnity Insurance**

The Trust has insurance to protect itself from losses arising from the consequences of any neglect or defaults of its employees and to indemnify the trustees or other officers against the consequences of any neglect or default. This is paid as part of the combined insurance policy.

**9. Fixed Assets**

	Freehold Land, Buildings and Improvements	Fixtures Fittings and Equipment	Total
	£	£	£
<b>Cost</b>			
At 1 January 2022	203,050	131,127	334,177
Additions	-	4,010	4,010
Disposals	-	-	-
At 31 December 2022	<u>£ 203,050</u>	<u>£ 135,137</u>	<u>£ 338,187</u>
<b>Depreciation</b>			
At 1 January 2022	72,241	129,092	201,332
Charge for the year	1,729	1,979	3,708
Written back on disposals	-	-	-
At 31 December 2022	<u>£ 73,970</u>	<u>£ 131,071</u>	<u>£ 205,040</u>
<b>Net Book Value</b>			
At 31 December 2021	<u>£ 130,809</u>	<u>£ 2,035</u>	<u>£ 132,844</u>
At 31 December 2022	<u>£ 129,080</u>	<u>£ 4,066</u>	<u>£ 133,146</u>

During the year the buildings were insured for in excess of £1,900,000

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2022**

**9. Fixed Assets (continued)**

A 5 year lease granted in favour of the Drayton Leisure Centre Club from 1 January 2013 for the use of the facilities occupied by them was rolled over with effect from 1st January 2018 for an annual rental of £11,500. The Bob Carter Memorial Youth and Leisure Centre Trust, Drayton Youth Club and Drayton Leisure Centre Club are separate bodies and are accounted for separately. A rent of £8,616 has been agreed for the year ending 31st December 2022.

**10. Debtors**

	2022 £	2021 £
Other Debtors	61,900	35,448
Prepayments	333	383
Accrued Income	1,861	5,526
	<u>£ 64,094</u>	<u>£ 41,357</u>

Debtors includes a total of £61,900 (2021: £35,448) owing by Drayton Leisure Centre Club.

**11. Creditors - Amounts falling due within one year**

	2022 £	2021 £
Trade Creditors	-	142
Other Taxes & Social Security	1,510	2,010
Accruals	8,980	7,992
	<u>£ 10,490</u>	<u>£ 10,144</u>

**12. Capital Commitments**

The Trustees have an aspiration to finance the building of an extension for sporting activities although the plans to build an extension have made little progress within the year. The anticipated costs are expected to be at least £300,000 which will be funded by reserves, loans, grants and donations. However, these plans are currently on hold, with a refurbishment of Room 1 taking priority.

**13. Analysis of net assets between funds**

	Tangible Fixed Assets £	Net Current Assets £	Total £
Unrestricted Funds			
General Fund	133,146	112,810	245,956
Designated Funds:			
Substantial Building Work Repairs	-	12,763	12,763
Building Extension	-	70,393	70,393
	<u>£ 133,146</u>	<u>£ 195,970</u>	<u>£ 329,116</u>

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2022**

**13. Analysis of net assets between funds (continued)**

The Substantial Building Work Repairs Fund was originally designated as the Future Roof Repairs Fund. The Committee have decided that to reflect the current position of the Trust, the scope of this fund should be widened to be a fund to cover costs accruing from any significant repairs needed to the roof, walls and structure of the Centre's buildings.

The Building Extension Fund is aggregating monies to facilitate the building extension.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Income and Expenditure Account  
for the Year Ended 31 December 2022**

	2022		2021	
	£	£	£	£
<b>Income</b>				
Gift Aid		-		-
Rent from Club		8,616		9,372
Room Rentals		21,387		12,935
Sports Hall, Squash and Equipment Hires		72,416		45,397
Administration Cross Charge		40,930		26,217
Local Authority Coronavirus Grant		-		24,429
Coronavirus Job Retention Scheme		-		20,820
Sundry Income		1,342		656
Interest Receivable		56		27
		<u>144,747</u>		<u>139,853</u>
<b>Expenditure</b>				
Salaries	76,113		76,934	
Rates	1,261		778	
Light, Heat and Water	22,260		15,091	
Insurance	7,481		5,728	
Telephone and Postage	2,043		1,121	
Stationery and Advertising	1,979		893	
Cleaning	18,429		14,744	
General Expenses	692		180	
Accountancy	5,125		5,096	
Secretarial	150		150	
Licences	572		766	
Repairs and Redecorations	3,861		4,782	
Legal and Professional Fees	30		1,643	
Leasing Charges	441		289	
Bank Charges	434		466	
Depreciation	3,708		7,465	
Irrecoverable VAT	5,864		3,550	
		<u>150,443</u>		<u>139,675</u>
Surplus / (deficit) of Income over Expenditure for the year		<u>£ (5,697)</u>		<u>£ 178</u>

Pages 15 and 16 do not form part of the accounts but are provided for additional information.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Working Capital Analysis  
as at 31 December 2022**

	2022		2021	
	£	£	£	£
<b>Current Assets</b>				
Stock				
Sports & Other Stocks	191		191	
		191		191
Debtors				
Accrued Income: Rooms	804		804	
Sports Hall	660		2,638	
Interest	13		13	
Other	385		2,071	
Other Debtors: Due from Club	61,900		35,448	
Prepayments: Repairs and Renewals	51		243	
Other	282		140	
		64,094		41,357
Cash at Bank and in Hand				
Bank: Current A/c's	14,658		34,891	
Business Saver A/c	6,191		14,497	
Business Tracker and Deposit A/c's	121,194		121,142	
Cash in Hand: Petty Cash	111		11	
Float	20		20	
		142,175		170,562
		<u>206,459</u>		<u>212,110</u>
<b>Current Liabilities</b>				
Amounts falling due within one year				
Creditors: Cleaning	-		142	
VAT	1,510		2,010	
Accruals: Accountancy	4,526		4,217	
Light, Heat and Water	2,299		1,490	
Wages & Pensions	676		368	
Other	1,479		1,917	
		<u>10,490</u>		<u>10,144</u>
<b>Working Capital</b>		<u>195,970</u>		<u>201,966</u>

**BOB CARTER MEMORIAL YOUTH AND LEISURE CENTRE TRUST**

England & Wales - Charity number 274110

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# Accounts

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**Bob Carter Memorial Youth  
and Leisure Centre Trust**

Charity Registration Number: 274110

**Accounts for the Year Ended  
31 December 2021**

Bob Carter Memorial Youth  
and Leisure Centre Trust

Contents of the Financial Statements  
for the Year Ended 31 December 2021

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**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Charity Reference and Administrative Details  
for the Year Ended 31 December 2021**

Charity Registration Number: 274110

Governing Document: Trust Deed executed 12 July 1977

Corporate Trustee: The Parish Council of Drayton

Trustees & Management Committee: Mr J Anderson (Chairman)  
Mr I Cunnison (Treasurer as of 16/6/21)  
Mr C Binns (Treasurer - Resigned 16/6/21)  
Mrs H Kisby  
Mr A Heaford  
Mr G Everett  
Mr C Brown  
Mr S Boore

Centre Manager: Mr R Halliday

Address of Principal Office: School Road  
Drayton  
Norwich  
Norfolk  
NR8 6DW

Independent Examiners: Aston Shaw  
Chartered Certified Accountants & Registered Auditor  
The Union Building  
51-59 Rose Lane  
Norwich  
Norfolk  
NR1 1BY

Solicitors: Mills & Reeve  
1 St James Court  
Whitefriars  
Norwich  
NR3 1RU

Bankers: Barclays Bank plc  
Drayton  
Norwich  
Norfolk  
NR8 6DN

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Trustees' Annual Report  
for the Year Ended 31 December 2021**

The Trustees present their annual report and financial statements of the Bob Carter Memorial Youth and Leisure Centre Trust for the year ended 31 December 2021. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

**Structure, governance and management**

**Governing document**

The Trust's governing document was executed on 12 July 1977.

**Trustees**

The Trustees are the Management Committee and a majority of these have to be nominated by Drayton Parish Council under the Trust Deed.

The individual trustees who have served during the year and since the year end are as follows:

Mr J Anderson  
Mr C Binns  
Mrs H Kisby  
Mr A Heaford  
Mr G Everett  
Mr I Cunnison  
Mr C Brown  
Mr S Boore

**Appointment of trustees**

Trustees are elected annually at an annual general meeting and hold office from one meeting to the next. Casual vacancies arising during the year are filled either by the Parish Council or by appointment by the Committee paying due regard to the aforementioned intended composition.

**Trustee induction and training**

New trustees are briefed on their legal obligations under charity law, the contents of the constitution and rules, the decision making processes, the business plan and recent financial performance of the charity.

**Organisational structure**

The Management Committee has overall control of the Centre. Day to day activities are overseen by a centre manager.

The Management Committee aim to run the charity in a non-complex manner.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Trustees' Annual Report  
for the Year Ended 31 December 2021 (continued)**

**Risk management**

The Management Committee have conducted a review of the major risks to which the charity is exposed and systems have been established to mitigate those risks in the form of good practice. These procedures are periodically reviewed to ensure that they still meet the needs of the charity.

**Objectives and activities**

The Trust was set up to build and establish a Youth and Leisure Centre for the benefit of the inhabitants of the Parish of Drayton (the area of benefit) and the immediate surrounding area in the County of Norfolk without distinction of sex, political, religious or other opinions by the advancement of education and the provision of facilities for social welfare recreation and leisure time occupation with the object of improving the conditions of life for the said inhabitants.

**Public benefit**

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's objectives and aims and in planning future activities. In particular, the trustees consider how planned activities are consistent with and will further the stated aims and objectives.

**Achievements and performance**

The Covid 19 pandemic strongly impacted upon the operation of the Centre with enforced lockdowns during the year (1st January to 12th April). Consequently, over the year activities of trustees have centred primarily around preserving the financial security of the charity.

Maximum use was made of the various grants and support made available by the Government including use of the furlough scheme for most staff, particularly during the first quarter of the period.

Considerable credit should be given to the flexibility, efforts and commitment shown by those working reduced hours notably Mr Ron Halliday (Centre Manager) and Mr Adam Collins (Assistant Manager).

**Financial Review**

The attached financial statements show the current state of the finances.

The Trustees are of the opinion that the state of the Charity's affairs is satisfactory. There are no plans for any material changes in the nature of the charity's activities.

Changes in fixed assets during the year are as set out in Note 9 and capital commitments are as set out in Note 12.

**Reserves policy**

The historical cost of the land and buildings from which the Charity operates accounts for about 38% of the total reserves. The Trust is seeking to accumulate funds to finance the building of an extension to add to the range of leisure facilities it can offer.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Trustees' Annual Report  
for the Year Ended 31 December 2021 (continued)**

**Reserves policy (continued)**

The Management Committee have established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets ('the free reserves') held by the charity should be between three and six months of the resources expended, which equates to £40,000 to £80,000 in general funds. At this level, the Management Committee feels that they would be able to continue the current activities of the charity in the event of a significant drop in funding. It would obviously be necessary to consider how the funding would be replaced or activities changed. At present, the free reserves, which amount to £128,526 exceed this target level.

**Future plans and development**

The intention is simply to restore normality post Covid. Although this will be done cautiously, there is confidence full recovery should be achieved bearing in mind that within 2 months of reopening last year usage reached more than 70% of pre-pandemic rates at a time when many people, particularly the elderly, were cautious of leaving home on account of the prevailing Covid rate.

**Related parties**

The catering and bar facilities found within the Centre are run by the Drayton Leisure Centre Club, a separately constituted body. The Club pays a rent for its occupancy and is charged for associated utilities and facilities used. The two parties are inter-dependent and complimentary.


**Statement of Trustees' responsibilities**

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

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust Deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

  
.....  
Mr J R Anderson  
Chairman

Dated: 31 March 2022

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Independent Examiner's Report to the Trustees of  
Bob Carter Memorial Youth and Leisure Centre Trust**

We report to the charity's Trustees on our examination of the Accounts of the Bob Carter Memorial Youth and Leisure Centre Trust for the year ended 31 December 2021 which are set out on pages 7 to 14.

**Responsibilities and basis of report**

As the charity's Trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

We report in respect of our examination of the charity's accounts carried out under section 145 of the 2011 Act and in carrying out our examination we have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent examiner's statement**

We have completed our examination. We confirm that no material matters have come to our attention in connection with the examination which gives us cause to believe that in any material respect:

1. accounting records were not kept in respect of the charity as required by section 130 of the Charities Act;
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

We 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.



Andrew Gibbins ACCA  
For and on behalf of Aston Shaw Limited

Aston Shaw  
Chartered Certified Accountants & Registered Auditors  
The Union Building  
51-59 Rose Lane  
Norwich  
NR1 1BY

March 2022

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Statement of Financial Activities  
for the Year Ended 31 December 2021**

	Note	General Fund	Designated Funds	Total 2021	Total 2020
<b>Income from:</b>					
Donations and legacies	3	-	-	-	-
Other trading activities	3	94,577	-	94,577	60,491
Coronavirus grants		45,249	-	45,249	54,377
Investments		22	5	27	432
<b>Total income</b>		<b>139,848</b>	<b>5</b>	<b>139,853</b>	<b>115,300</b>
<b>Expenditure on:</b>					
Raising funds and charitable activities	4	106,077	-	106,077	100,382
Governance	4	33,598	-	33,598	33,869
<b>Total expenditure</b>		<b>139,675</b>	<b>-</b>	<b>139,675</b>	<b>134,251</b>
<b>Net income/(expenditure) and net movement in funds</b>		<b>173</b>	<b>5</b>	<b>178</b>	<b>(18,951)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		251,484	83,150	334,635	353,586
<b>Total funds carried forward</b>		<b>£ 251,657</b>	<b>£ 83,155</b>	<b>£ 334,813</b>	<b>£ 334,635</b>

The notes on pages 9 to 14 form part of these financial statements.

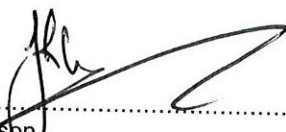
**Bob Carter Memorial Youth  
and Leisure Centre Trust**

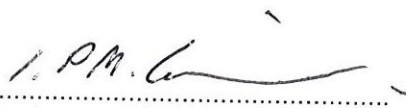
**Balance Sheet  
as at 31 December 2021**

	Note	2021		2020	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	9		132,844		139,851
<b>Current assets</b>					
Stocks		191		191	
Debtors	10	41,357		27,742	
Cash at bank and in hand		170,562		172,618	
		<u>212,110</u>		<u>200,551</u>	
<b>Creditors</b>					
Amounts falling due within one year	11	<u>10,144</u>		<u>5,767</u>	
<b>Net current assets</b>			201,966		194,784
<b>Net assets</b>			<u>£ 334,810</u>		<u>£ 334,635</u>
<b>Charity funds</b>	13				
Unrestricted General Fund			251,655		251,484
Unrestricted Designated Funds			83,155		83,151
<b>Total charity funds</b>			<u>£ 334,810</u>		<u>£ 334,635</u>

The financial statements were approved and authorised for issue by the board of Trustees on 2021.

Signed on behalf of the board of Trustees

  
.....  
J Anderson  
(Chairman)

  
.....  
I Cunnison  
(Treasurer)

Dated: 31 March 2022

The notes on pages 9 to 14 form part of these financial statements.

**Notes to the Accounts  
for the Year Ended 31 December 2021**

**1. Summary of Significant Accounting Policies**

**a. Basis of Preparation.** The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

**b. Funds.** General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Investment income and gains are allocated to the appropriate funds.

**c. Income Recognition.** All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received. No amount is included in the financial statements for volunteer time in line with the SORP. Further detail is given in the Trustees' Annual Report.

**d. Expenditure Recognition.** All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs to that category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. Fund-raising costs are those incurred in seeking voluntary contributions to the charity. Costs of generating funds and costs of charitable activities are those items incurred directly in support of the objects of the charity. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

**e. Tangible Fixed Assets.** Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold Buildings	1% on cost
Property Improvements	20% on straight line
Fixtures, Fittings and Equipment	25% on straight line

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2021**

**f. Stock.** Stock consists of purchased goods for resale and stocks of supplies. Stocks are stated at the lower of cost and estimated selling price.

**g. Leasing Commitments.** Rentals payable under operating leases are charged to the SOFA on a straight line basis over the period of the lease.

**h. Employee Benefits.** When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service. The charity operates a defined contribution plan for the benefit of its employees who are automatically enrolled under Automatic Enrolment requirements. Contributions are expensed as they become payable.

**i. Administration Cross Charge** is due from the Drayton Leisure Centre Club.

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

**2. Gift Aid**

Two Gift Aid agreements exist between Bob Carter Memorial Youth and Leisure Centre Club and Drayton Leisure Centre Club to meet tax and charity law. The first agreement covers taxable profits that are required to be paid over to the Trust. The second agreement ensures Club surpluses in excess of one half of members and guest fees, which the Club is allowed to retain (as agreed with the Charity Commissioners), are paid over subject to the Club's balance sheet not being in deficit (in which case the Club is allowed to retain sufficient profit to cover the deficit).

**3. Incoming Resources**

	Note	Unrestricted Fund	Designated Fund	Total 2021	Total 2020
<b><u>From Donations And Legacies</u></b>					
Gift Aid	2	£ -	£ -	£ -	£ -
<b><u>From Other Trading Activities</u></b>					
Rental Income		22,307	-	22,307	13,466
Sports Hall, Squash Court and Hires		45,397	-	45,397	36,016
Administration Cross Charge	1	26,217	-	26,217	10,873
Sundry Income		656	-	656	136
		<u>£ 94,577</u>	<u>£ -</u>	<u>£ 94,577</u>	<u>£ 60,491</u>

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2021**

**4. Expenditure**

Expenditure On Raising Funds And Charitable Activities:

	Provision of Facilities for Social Welfare	Governance	Total 2021	Total 2020
Salaries	50,294	26,640	76,934	75,439
Rates	739	39	778	895
Light, Heat and Water	14,336	755	15,091	14,945
Insurance	5,442	286	5,728	5,385
Telephone and Postage	1,009	112	1,121	1,074
Stationery and Advertising	804	89	893	157
Cleaning	14,744	-	14,744	15,116
General Expenses	180	-	180	88
Accountancy	-	5,096	5,096	5,151
Secretarial	-	150	150	150
Licences	766	-	766	165
Repairs and Redecorations	4,782	-	4,782	4,560
Legal and Professional Fees	1,643	-	1,643	-
Leasing Charges	260	29	289	540
Bank Charges	419	47	466	1,042
Depreciation	7,465	-	7,465	7,544
Irrecoverable VAT	3,195	355	3,550	2,000
	<u>£ 106,077</u>	<u>£ 33,598</u>	<u>£ 139,675</u>	<u>£ 134,251</u>

**5. Staff Costs and Employee Benefits**

	Unrestricted Fund	Designated Fund	Total 2021	Total 2020
Wages and Salaries	74,748	-	74,748	72,519
Social Security	881	-	881	1,727
Employer's Pension Contributions	1,305	-	1,305	1,193
	<u>£ 76,934</u>	<u>£ -</u>	<u>£ 76,934</u>	<u>£ 75,439</u>

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

	2021	2020
Employed for raising funds	4	5
Management	4	4
	<u>8</u>	<u>9</u>

No employees received total employee benefits of more than £60,000.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2021**

**6. Trustees' and Key Management Personnel Remuneration and Expenses**

The trustees neither received nor waived any remuneration during the year nor have they charged any expenses to the trust. If applicable, any payments made to trustees are only in respect of reimbursements for purchases made on behalf of the charity.

The amount of employee benefits received between three key management personnel is £58,307 in total (2020 - £58,453). The Trust considers its key management personnel to comprise the two Centre Managers and one Assistant Manager.

**7. Independent Examiner's Remuneration**

The independent examiner's remuneration, including the independent examination fee and other accountancy services, amounts to £5,096 (2020 - £ 5,150).

**8. Indemnity Insurance**

The Trust has insurance to protect itself from losses arising from the consequences of any neglect or defaults of its employees and to indemnify the trustees or other officers against the consequences of any neglect or default. This is paid as part of the combined insurance policy.

**9. Fixed Assets**

	Freehold Land, Buildings and Improvements	Fixtures Fittings and Equipment	Total
	£	£	£
<b>Cost</b>			
At 1 January 2021			
Additions	203,050	130,669	333,719
Disposals	-	458	458
	-	-	-
At 31 December 2021	<u>£ 203,050</u>	<u>£ 131,127</u>	<u>£ 334,177</u>
<b>Depreciation</b>			
At 1 January 2021	70,512	123,356	193,868
Charge for the year	1,729	5,736	7,465
Written back on disposals	-	-	-
At 31 December 2021	<u>£ 72,241</u>	<u>£ 129,092</u>	<u>£ 201,333</u>
<b>Net Book Value</b>			
At 31 December 2020	<u>£ 132,538</u>	<u>£ 7,313</u>	<u>£ 139,851</u>
At 31 December 2021	<u>£ 130,809</u>	<u>£ 2,035</u>	<u>£ 132,844</u>

During the year the buildings were insured for in excess of £1,900,000

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2021**

**9. Fixed Assets (continued)**

A 5 year lease granted in favour of the Drayton Leisure Centre Club from 1 January 2013 for the use of the facilities occupied by them was rolled over with effect from 1st January 2018 for an annual rental of £11,500. The Bob Carter Memorial Youth and Leisure Centre Trust, Drayton Youth Club and Drayton Leisure Centre Club are separate bodies and are accounted for separately. A lower rent of £9,372 has been agreed for the year ending 31st December 2021.

**10. Debtors**

	2021	2020
	£	£
Other Debtors	35,448	9,710
Prepayments	383	6,884
Accrued Income	5,526	11,148
	<u>£ 41,357</u>	<u>£ 27,742</u>

Debtors includes a total of £45,163 (2020: £9,710) owing by Drayton Leisure Centre Club.

**11. Creditors - Amounts falling due within one year**

	2021	2020
	£	£
Trade Creditors	142	118
Other Taxes & Social Security	2,010	-
Accruals	7,992	5,649
	<u>£ 10,144</u>	<u>£ 5,767</u>

**12. Capital Commitments**

The Trustees have an aspiration to finance the building of an extension for sporting activities although the plans to build an extension have made little progress within the year. The anticipated costs are expected to be at least £300,000 which will be funded by reserves, loans, grants and donations. However, these plans are currently on hold, with a refurbishment of Room 1 taking priority.

**13. Analysis of net assets between funds**

	Tangible Fixed Assets £	Net Current Assets £	Total £
Unrestricted Funds			
General Fund	132,844	118,811	251,655
Designated Funds:			
Substantial Building Work Repairs	-	12,763	12,763
Building Extension	-	70,388	70,388
	<u>£ 132,844</u>	<u>£ 201,966</u>	<u>£ 334,810</u>

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2021**

**13. Analysis of net assets between funds (continued)**

The Substantial Building Work Repairs Fund was originally designated as the Future Roof Repairs Fund. The Committee have decided that to reflect the current position of the Trust, the scope of this fund should be widened to be a fund to cover costs accruing from any significant repairs needed to the roof, walls and structure of the Centre's buildings.

The Building Extension Fund is aggregating monies to facilitate the building extension.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Income and Expenditure Account  
for the Year Ended 31 December 2021**

	2021		2020	
	£	£	£	£
<b>Income</b>				
Gift Aid		-		-
Rent from Club		9,372		5,031
Room Rentals		12,935		8,435
Sports Hall, Squash and Equipment Hires		45,397		36,016
Administration Cross Charge		26,217		10,873
Local Authority Coronavirus Grant		24,429		25,000
Retail, Hospitality and Leisure Grants		-		3,629
Coronavirus Job Retention Scheme		20,820		25,748
Sundry Income		656		136
Interest Receivable		27		432
		<u>139,853</u>		<u>115,300</u>
<b>Expenditure</b>				
Salaries	76,934		75,439	
Rates	778		895	
Light, Heat and Water	15,091		14,945	
Insurance	5,728		5,385	
Telephone and Postage	1,121		1,074	
Stationery and Advertising	893		157	
Cleaning	14,744		15,116	
General Expenses	180		88	
Accountancy	5,096		5,151	
Secretarial	150		150	
Licences	766		165	
Repairs and Redecorations	4,782		4,560	
Legal and Professional Fees	1,643		-	
Leasing Charges	289		540	
Bank Charges	466		1,042	
Depreciation	7,465		7,544	
Irrecoverable VAT	3,550		2,000	
		<u>139,675</u>		<u>134,251</u>
Surplus / (deficit) of Income over Expenditure for the year		<u>£ 178</u>		<u>£ (18,951)</u>

Pages 15 and 16 do not form part of the accounts but are provided for additional information.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Working Capital Analysis  
as at 31 December 2021**

	2021		2020	
	£	£	£	£
<b>Current Assets</b>				
Stock				
Sports & Other Stocks	191		191	
Debtors		191		191
Accrued Income: Rooms	804		804	
Sports Hall	2,638		2,638	
Interest	13		344	
Coronavirus grants	-		6,412	
Other	2,071		950	
Other Debtors: Due from Club	35,448		9,165	
VAT	-		545	
Prepayments: Cleaning	-		748	
Repairs and Renewals	243		289	
Insurance	-		5,727	
Other	140		120	
Cash at Bank and in Hand		41,357		27,742
Bank: Current A/c's	34,891		43,166	
Business Saver A/c	14,497		8,662	
Business Tracker and Deposit A/c's	121,142		120,757	
Cash in Hand: Petty Cash	11		13	
Float	20		20	
		170,562		172,618
		<u>212,110</u>		<u>200,551</u>
<b>Current Liabilities</b>				
Amounts falling due within one year				
Creditors: Cleaning	142		118	
VAT	2,010		-	
Accruals: Accountancy	4,217		4,217	
Light, Heat and Water	1,490		80	
Bank Charges	-		29	
Wages & Pensions	368		1,233	
Other	1,917		90	
		<u>10,144</u>		<u>5,767</u>
<b>Working Capital</b>		<u>201,966</u>		<u>194,784</u>

**BOB CARTER MEMORIAL YOUTH AND LEISURE CENTRE TRUST**

England & Wales - Charity number 274110

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# Accounts

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**Bob Carter Memorial Youth  
and Leisure Centre Trust**

Charity Registration Number: 274110

**Accounts for the Year Ended  
31 December 2020**

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Contents of the Financial Statements  
for the Year Ended 31 December 2020**

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**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Charity Reference and Administrative Details  
for the Year Ended 31 December 2020**

Charity Registration Number: 274110

Governing Document: Trust Deed executed 12 July 1977

Corporate Trustee: The Parish Council of Drayton

Trustees & Management Committee: Mr J Anderson (Chairman)  
Mr C Binns (Treasurer)  
Mrs H Kisby  
Mr A Heaford  
Mr G Everett  
Mr I Cunnison  
Mr C Brown  
Mr S Boore

Centre Manager: Mr R Halliday

Address of Principal Office: School Road  
Drayton  
Norwich  
Norfolk  
NR8 6DW

Independent Examiners: Aston Shaw  
Chartered Certified Accountants & Registered Auditor  
The Union Building  
51-59 Rose Lane  
Norwich  
Norfolk  
NR1 1BY

Solicitors: Mills & Reeve  
1 St James Court  
Whitefriars  
Norwich  
NR3 1RU

Bankers: Barclays Bank plc  
Drayton  
Norwich  
Norfolk  
NR8 6DN

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Trustees' Annual Report  
for the Year Ended 31 December 2020**

The Trustees present their annual report and financial statements of the Bob Carter Memorial Youth and Leisure Centre Trust for the year ended 31 December 2020. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

**Structure, governance and management**

**Governing document**

The Trust's governing document was executed on 12 July 1977.

**Trustees**

The Trustees are the Management Committee and a majority of these have to be nominated by Drayton Parish Council under the Trust Deed.

The individual trustees who have served during the year and since the year end are as follows:

Mr J Anderson  
Mr C Binns  
Mrs H Kisby  
Mr A Heaford  
Mr G Everett  
Mr I Cunnison  
Mr C Brown  
Mr S Boore

**Appointment of trustees**

Trustees are elected annually at an annual general meeting and hold office from one meeting to the next. Casual vacancies arising during the year are filled either by the Parish Council or by appointment by the Committee paying due regard to the aforementioned intended composition.

**Trustee induction and training**

New trustees are briefed on their legal obligations under charity law, the contents of the constitution and rules, the decision making processes, the business plan and recent financial performance of the charity.

**Organisational structure**

The Management Committee has overall control of the Centre. Day to day activities are overseen by a centre manager.

The Management Committee aim to run the charity in a non-complex manner.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Trustees' Annual Report  
for the Year Ended 31 December 2020 (continued)**

**Risk management**

The Management Committee have conducted a review of the major risks to which the charity is exposed and systems have been established to mitigate those risks in the form of good practice. These procedures are periodically reviewed to ensure that they still meet the needs of the charity.

**Objectives and activities**

The Trust was set up to build and establish a Youth and Leisure Centre for the benefit of the inhabitants of the Parish of Drayton (the area of benefit) and the immediate surrounding area in the County of Norfolk without distinction of sex, political, religious or other opinions by the advancement of education and the provision of facilities for social welfare recreation and leisure time occupation with the object of improving the conditions of life for the said inhabitants.

**Public benefit**

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's objectives and aims and in planning future activities. In particular, the trustees consider how planned activities are consistent with and will further the stated aims and objectives.

**Achievements and performance**

The Covid 19 pandemic strongly impacted upon the operation of the Centre with enforced lockdowns during the year (18th March to 2nd July and from 5th November). Consequently, over the year activities of trustees have centred primarily around preserving the financial security of the charity.

Maximum use was made of the various grants and support made available by the Government including use of the furlough scheme for most staff. However, the position was adversely compounded by the loss of rent from the Drayton Leisure Club throughout lockdown and during the period of opening, post July, reduction in the level of recharge from the club on account of their significant contraction in activity.

Considerable credit should be given to the flexibility, efforts and commitment shown by those working reduced hours notably Mr Ron Halliday (Centre Manager) and Mr Adam Collins (Assistant Manager). This was particularly relevant during the immediate period leading up to the re-opening in July and beyond to establish and maintain a Covid 19 free environment.

**Financial Review**

The attached financial statements show the current state of the finances.

The Trustees are of the opinion that the state of the Charity's affairs is satisfactory. There are no plans for any material changes in the nature of the charity's activities.

Changes in fixed assets during the year are as set out in Note 9 and capital commitments are as set out in Note 12.

**Reserves policy**

The historical cost of the land and buildings from which the Charity operates accounts for about 38% of the total reserves. The Trust is seeking to accumulate funds to finance the building of an extension to add to the range of leisure facilities it can offer.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Trustees' Annual Report  
for the Year Ended 31 December 2020 (continued)**

**Reserves policy (continued)**

The Management Committee have established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets ('the free reserves') held by the charity should be between three and six months of the resources expended, which equates to £40,000 to £80,000 in general funds. At this level, the Management Committee feels that they would be able to continue the current activities of the charity in the event of a significant drop in funding. It would obviously be necessary to consider how the funding would be replaced or activities changed. At present, the free reserves, which amount to £111,633 exceed this target level.

**Future plans and development**

The intention is simply to restore normality post Covid. Although this will be done cautiously, there is confidence full recovery should be achieved bearing in mind that within 2 months of reopening last year usage reached more than 70% of pre-pandemic rates at a time when many people, particularly the elderly, were cautious of leaving home on account of the prevailing Covid rate.

**Related parties**

The catering and bar facilities found within the Centre are run by the Drayton Leisure Centre Club, a separately constituted body. The Club pays a rent for its occupancy and is charged for associated utilities and facilities used. The two parties are inter-dependent and complimentary.

**Statement of Trustees' responsibilities**

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

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust Deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

.....  
Mr J R Anderson  
Chairman

Dated: 7 June 2021

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Independent Examiner's Report to the Trustees of  
Bob Carter Memorial Youth and Leisure Centre Trust**

We report to the charity's Trustees on our examination of the Accounts of the Bob Carter Memorial Youth and Leisure Centre Trust for the year ended 31 December 2020 which are set out on pages 7 to 14.

**Responsibilities and basis of report**

As the charity's Trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

We report in respect of our examination of the charity's accounts carried out under section 145 of the 2011 Act and in carrying out our examination we have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent examiner's statement**

We have completed our examination. We confirm that no material matters have come to our attention in connection with the examination which gives us cause to believe that in any material respect:

1. accounting records were not kept in respect of the charity as required by section 130 of the Charities Act;
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

We 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.

Ryan Southgate ACCA  
For and on behalf of Aston Shaw Limited

Aston Shaw  
Chartered Certified Accountants & Registered Auditors  
The Union Building  
51-59 Rose Lane  
Norwich  
NR1 1BY

June 2021

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Statement of Financial Activities  
for the Year Ended 31 December 2020**

	Note	General Fund	Designated Funds	Total 2020	Total 2019
<b>Income from:</b>					
Donations and legacies	3	-	-	-	-
Other trading activities	3	60,491	-	60,491	157,640
Coronavirus grants		54,377	-	54,377	-
Investments		403	29	432	543
<b>Total income</b>		<b>115,271</b>	<b>29</b>	<b>115,300</b>	<b>158,183</b>
<b>Expenditure on:</b>					
Raising funds and charitable activities	4	100,382	-	100,382	127,304
Governance	4	33,869	-	33,869	33,833
<b>Total expenditure</b>		<b>134,251</b>	<b>-</b>	<b>134,251</b>	<b>161,137</b>
<b>Net income/(expenditure) and net movement in funds</b>		<b>(18,980)</b>	<b>29</b>	<b>(18,951)</b>	<b>(2,954)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		270,464	83,122	353,586	356,540
<b>Total funds carried forward</b>		<b>£ 251,484</b>	<b>£ 83,151</b>	<b>£ 334,635</b>	<b>£ 353,586</b>

All income and expenditure derive from continuing activities.

The notes on pages 9 to 14 form part of these financial statements.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Balance Sheet**  
**as at 31 December 2020**

	Note	£	2020	£	2019	£
<b>Fixed assets</b>						
Tangible assets	9			139,851		144,077
<b>Current assets</b>						
Stocks			191		180	
Debtors	10		27,742		49,712	
Cash at bank and in hand			172,618		169,440	
			<u>200,551</u>		<u>219,332</u>	
<b>Creditors</b>						
Amounts falling due within one year	11		<u>5,767</u>		<u>9,823</u>	
<b>Net current assets</b>				194,784		209,509
<b>Net assets</b>				<u>£ 334,635</u>		<u>£ 353,586</u>
<b>Charity funds</b>	13					
Unrestricted General Fund				251,484		270,464
Unrestricted Designated Funds				83,151		83,122
<b>Total charity funds</b>				<u>£ 334,635</u>		<u>£ 353,586</u>

The financial statements were approved and authorised for issue by the board of Trustees on 2021.

Signed on behalf of the board of Trustees

.....  
J Anderson  
(Chairman)

.....  
C Binns  
(Treasurer)

Dated: 7 June 2021

The notes on pages 9 to 14 form part of these financial statements.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts  
for the Year Ended 31 December 2020**

**1. Summary of Significant Accounting Policies**

a. Basis of Preparation. The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

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

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Investment income and gains are allocated to the appropriate funds.

c. Income Recognition. All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received. No amount is included in the financial statements for volunteer time in line with the SORP. Further detail is given in the Trustees' Annual Report.

d. Expenditure Recognition. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs to that category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. Fund-raising costs are those incurred in seeking voluntary contributions to the charity. Costs of generating funds and costs of charitable activities are those items incurred directly in support of the objects of the charity. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

e. Tangible Fixed Assets. Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold Buildings	1% on cost
Property Improvements	20% on straight line
Fixtures, Fittings and Equipment	25% on straight line

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2020**

f. Stock. Stock consists of purchased goods for resale and stocks of supplies. Stocks are stated at the lower of cost and estimated selling price.

g. Leasing Commitments. Rentals payable under operating leases are charged to the SOFA on a straight line basis over the period of the lease.

h. Employee Benefits. When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service. The charity operates a defined contribution plan for the benefit of its employees who are automatically enrolled under Automatic Enrolment requirements. Contributions are expensed as they become payable.

i. Administration Cross Charge is due from the Drayton Leisure Centre Club.

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

**2. Gift Aid**

Two Gift Aid agreements exist between Bob Carter Memorial Youth and Leisure Centre Club and Drayton Leisure Centre Club to meet tax and charity law. The first agreement covers taxable profits that are required to be paid over to the Trust. The second agreement ensures Club surpluses in excess of one half of members and guest fees, which the Club is allowed to retain (as agreed with the Charity Commissioners), are paid over subject to the Club's balance sheet not being in deficit (in which case the Club is allowed to retain sufficient profit to cover the deficit).

**3. Incoming Resources**

	Note	Unrestricted Fund	Designated Fund	Total 2020	Total 2019
<u>From Donations And Legacies</u>					
Gift Aid	2	£ -	£ -	£ -	£ -
<u>From Other Trading Activities</u>					
Rental Income		13,466	-	13,466	30,148
Sports Hall, Squash Court and Hires		36,016	-	36,016	82,624
Administration Cross Charge	1	10,873	-	10,873	44,127
Sundry Income		136	-	136	741
		<u>£ 60,491</u>	<u>£ -</u>	<u>£ 60,491</u>	<u>£ 157,640</u>

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2020**

**4. Expenditure**

Expenditure On Raising Funds And Charitable Activities:

	Provision of Facilities for Social Welfare	Governance	Total 2020	Total 2019
Salaries	48,413	27,026	75,439	79,647
Rates	850	45	895	3,219
Light, Heat and Water	14,198	747	14,945	14,955
Insurance	5,116	269	5,385	5,309
Telephone and Postage	967	107	1,074	768
Stationery and Advertising	141	16	157	642
Cleaning	15,116	-	15,116	17,101
General Expenses	88	-	88	546
Accountancy	-	5,151	5,151	5,000
Secretarial	-	150	150	390
Licences	165	-	165	627
Repairs and Redecorations	4,560	-	4,560	18,111
Legal and Professional Fees	-	-	-	-
Leasing Charges	486	54	540	591
Bank Charges	938	104	1,042	567
Depreciation	7,544	-	7,544	11,206
Irrecoverable VAT	1,800	200	2,000	2,458
	<u>£ 100,382</u>	<u>£ 33,869</u>	<u>£ 134,251</u>	<u>£ 161,137</u>

**5. Staff Costs and Employee Benefits**

	Unrestricted Fund	Designated Fund	Total 2020	Total 2019
Wages and Salaries	72,519	-	72,519	77,000
Social Security	1,727	-	1,727	1,534
Employer's Pension Contributions	1,193	-	1,193	1,113
	<u>£ 75,439</u>	<u>£ -</u>	<u>£ 75,439</u>	<u>£ 79,647</u>

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

	2020	2019
Employed for raising funds	4	5
Management	4	4
	<u>8</u>	<u>9</u>

No employees received total employee benefits of more than £60,000.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2020**

**6. Trustees' and Key Management Personnel Remuneration and Expenses**

The trustees neither received nor waived any remuneration during the year nor have they charged any expenses to the trust. If applicable, any payments made to trustees are only in respect of reimbursements for purchases made on behalf of the charity.

The amount of employee benefits received between three key management personnel is £58,453 in total (2019 - £67,466). The Trust considers its key management personnel to comprise the two Centre Managers and one Assistant Manager.

**7. Independent Examiner's Remuneration**

The independent examiner's remuneration, including the independent examination fee and other accountancy services, amounts to £5,150 (2019 - £ 5,000).

**8. Indemnity Insurance**

The Trust has insurance to protect itself from losses arising from the consequences of any neglect or defaults of its employees and to indemnify the trustees or other officers against the consequences of any neglect or default. This is paid as part of the combined insurance policy.

**9. Fixed Assets**

	Freehold Land, Buildings and Improvements	Fixtures Fittings and Equipment	Total
	£	£	£
<b>Cost</b>			
At 1 January 2020	203,050	127,351	330,401
Additions	-	3,318	3,318
Disposals	-	-	-
At 31 December 2020	<u>£ 203,050</u>	<u>£ 130,669</u>	<u>£ 333,719</u>
<b>Depreciation</b>			
At 1 January 2020	68,783	117,541	186,324
Charge for the year	1,729	5,815	7,544
Written back on disposals	-	-	-
At 31 December 2020	<u>£ 70,512</u>	<u>£ 123,356</u>	<u>£ 193,868</u>
<b>Net Book Value</b>			
At 31 December 2019	<u>£ 134,267</u>	<u>£ 9,810</u>	<u>£ 144,077</u>
At 31 December 2020	<u>£ 132,538</u>	<u>£ 7,313</u>	<u>£ 139,851</u>

During the year the buildings were insured for in excess of £1,900,000

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2020**

**9. Fixed Assets (continued)**

A 5 year lease granted in favour of the Drayton Leisure Centre Club from 1 January 2013 for the use of the facilities occupied by them was rolled over with effect from 1st January 2018 for an annual rental of £11,500. The Bob Carter Memorial Youth and Leisure Centre Trust, Drayton Youth Club and Drayton Leisure Centre Club are separate bodies and are accounted for separately.

**10. Debtors**

	2020 £	2019 £
Other Debtors	9,710	34,729
Prepayments	6,884	11,131
Accrued Income	11,148	3,852
	<u>£ 27,742</u>	<u>£ 49,712</u>

Debtors includes a total of £9,165 (2019 £34,729) owing by Drayton Leisure Centre Club.

**11. Creditors - Amounts falling due within one year**

	2020 £	2019 £
Trade Creditors	118	901
Other Taxes & Social Security	-	3,585
Accruals	5,649	5,337
	<u>£ 5,767</u>	<u>£ 9,823</u>

**12. Capital Commitments**

The Trustees have an aspiration to finance the building of an extension for sporting activities although the plans to build an extension have made little progress within the year. The anticipated costs are expected to be at least £300,000 which will be funded by reserves, loans, grants and donations. However, these plans are currently on hold, with a refurbishment of Room 1 taking priority.

**13. Analysis of net assets between funds**

	Tangible Fixed Assets £	Net Current Assets £	Total £
Unrestricted Funds			
General Fund	139,851	111,633	251,484
Designated Funds:			
Substantial Building Work Repairs	-	12,763	12,763
Building Extension	-	70,388	70,388
	<u>£ 139,851</u>	<u>£ 194,784</u>	<u>£ 334,635</u>

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Notes to the Accounts (continued)  
for the Year Ended 31 December 2020**

**13. Analysis of net assets between funds (continued)**

The Substantial Building Work Repairs Fund was originally designated as the Future Roof Repairs Fund. The Committee have decided that to reflect the current position of the Trust, the scope of this fund should be widened to be a fund to cover costs accruing from any significant repairs needed to the roof, walls and structure of the Centre's buildings.

The Building Extension Fund is aggregating monies to facilitate the building extension.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Income and Expenditure Account  
for the Year Ended 31 December 2020**

	2020		2019	
	£	£	£	£
<b>Income</b>				
Gift Aid		-		-
Rent from Club		5,031		11,500
Room Rentals		8,435		18,648
Sports Hall, Squash and Equipment Hires		36,016		82,624
Administration Cross Charge		10,873		44,127
Local Authority Coronavirus Grant		25,000		-
Retail, Hospitality and Leisure Grants		3,629		-
Coronavirus Job Retention Scheme		25,748		-
Sundry Income		136		741
Interest Receivable		432		543
		<u>115,300</u>		<u>158,183</u>
<b>Expenditure</b>				
Salaries	75,439		79,647	
Rates	895		3,219	
Light, Heat and Water	14,945		14,955	
Insurance	5,385		5,309	
Telephone and Postage	1,074		768	
Stationery and Advertising	157		642	
Cleaning	15,116		17,101	
General Expenses	88		546	
Accountancy	5,151		5,000	
Secretarial	150		390	
Licences	165		627	
Repairs and Redecorations	4,560		18,111	
Legal and Professional Fees	-		-	
Leasing Charges	540		591	
Bank Charges	1,042		567	
Depreciation	7,544		11,206	
Irrecoverable VAT	2,000		2,458	
		<u>134,251</u>		<u>161,137</u>
Surplus / (deficit) of Income over Expenditure for the year		<u>£ (18,951)</u>		<u>£ (2,954)</u>

Pages 15 and 16 do not form part of the accounts but are provided for additional information.

**Bob Carter Memorial Youth  
and Leisure Centre Trust**

**Working Capital Analysis  
as at 31 December 2020**

	2020		2019	
	£	£	£	£
<b>Current Assets</b>				
Stock				
Sports & Other Stocks	191		180	
		191		180
Debtors				
Accrued Income: Rooms	804		334	
Sports Hall	2,638		1,972	
Interest	344		462	
Coronavirus grants	6,412		-	
Other	950		1,084	
Other Debtors: Due from Club	9,165		34,729	
VAT	545		-	
Prepayments: Cleaning	748		804	
Repairs and Renewals	289		313	
Insurance	5,727		-	
Licences	-		165	
Light, Heat and Water	-		8,995	
Rates	-		718	
Other	120		136	
		27,742		49,712
Cash at Bank and in Hand				
Bank: Current A/c's	43,166		41,911	
Business Saver A/c	8,662		7,290	
Business Tracker and Deposit A/c's	120,757		120,216	
Cash in Hand: Petty Cash	13		3	
Float	20		20	
		172,618		169,440
		<u>200,551</u>		<u>219,332</u>
<b>Current Liabilities</b>				
Amounts falling due within one year				
Creditors: Cleaning	118		187	
Secretarial	-		30	
Repairs	-		455	
Advertising	-		130	
Other	-		99	
VAT	-		3,585	
Accruals: Accountancy	4,217		4,070	
Light, Heat and Water	80		-	
Bank Charges	29		42	
Wages & Pensions	1,233		1,217	
Other	90		8	
		<u>5,767</u>		<u>9,823</u>
<b>Working Capital</b>		<u><u>194,784</u></u>		<u><u>209,509</u></u>