

FERRING COUNTRY CENTRE LIMITED

England & Wales · Charity number 297286

Details

Status Registered

Legal form Charitable company

Company number [02086358](#)

Registered 1987-07-29

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

Contact

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Rife Way
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Activities

Objects: FOR THE BENEFIT OF PERSONS WITH LEARNING DISABILITIES BY PROVIDING SUCH PERSONS WITH WORKING FACILITIES IN HORTICULTURE, AGRICULTURE, CRAFTS, EQUESTRIANISM AND OTHER RELATED MATTERS WITH THE AIM OF ASSISTING SUCH PERSONS TO ACQUIRE AND DEVELOP VOCATIONAL AND SOCIAL SKILLS.

Activities: A charity delivering Day Opportunities to People with Learning Disabilities in their local community and in our Country Centre setting incorporating Horticulture, Stables, Farm and Cafe. Those we support are able to connect with their peers and the animals we keep, grow their skills in a supported environment, whilst creating the opportunity for them to lead a more independent and fulfilled life.

Classification

- **How:** Provides Services
- **What:** Disability
- **Who:** People With Disabilities

Geography

- East Sussex
- Kent
- Surrey
- West Sussex

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£2,103,555	£2,262,678	£3,115,981	79
2023-12-31	£2,090,017	£2,207,764	£3,275,104	82
2022-12-31	£1,905,003	£1,979,463	£3,392,851	52
2021-12-31	£1,796,849	£1,774,625	£3,467,311	68
2020-12-31	£1,426,922	£1,412,950	£3,445,087	55

Trustees

Name	Role	Appointed
ROBERT ROGERS	Chair	
ANN BOUGHTON-LEIGH		2019-06-04
DR BARBARA ANNE COOK		2011-07-20
David Smith		2023-06-08
Deborah Louise Medlock		2018-05-30
Jane Cole		2013-01-07
LINDA MARY CLARK		2016-05-11

FERRING COUNTRY CENTRE LIMITED

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Accounts



2024 Annual Report

Supporting People with Learning Disabilities

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2024 a Year in Review - Our Chair and CEO

Change has once again been a key theme for Ferring Country Centre. Throughout 2024, impacted by a variety of both internal and external factors, the organisation has had to remain agile responding to both challenges and opportunities as they arose.

Ongoing external economic pressures including the cost-of-living crisis and inflation have placed financial strain on the organisation which is reflected in our annual results. We are not alone in experiencing these pressures as it is commonly reported throughout the charitable sector. It is an equally challenging environment for the wider health and social care sector, which impacts the level of income available from local authority contracts. Social care remains a sector in which funding continues to diminish, whilst the needs rise.

The people we support, adults with learning disabilities, are the reason we exist. They remain our primary focus at all times; working with them to review and further develop both our services and site, ensuring that the organisation continues to deliver what they need. 2024 has been a busy year for the Support Team, delivering the largest and most varied programme of activities in our Centre's history. We want people to love attending Ferring Country Centre and through our ambassadors, our review process and our quality assurance questionnaire, we are able to seek feedback directly from those we support and use this information to influence our decision-making. Thank you to Dave Payne, Head of Support, and his team who have ensured that we continue to progress our offer, empowering, enabling and supporting the people using our services, whilst providing them with an environment in which they feel comfortable and safe.



A key success of 2024 was the positive outcome of the West Sussex County Council (WSCC) Day Opportunities Tender. The new contract commenced on the 1st July 2024. The process sought a new way of working, placing a significant emphasis on partnerships and contracts being awarded per district within the county. Ferring Country Centre is located in Arun, but is less than one mile from the Worthing border and this resulted in us forming two partnerships. In Arun we are working with The Aldingbourne Trust and in Worthing and Adur our partnership is with Worthing Mencap, Superstar Arts and Guild Care. Whilst this way of working has taken time to evolve, there is strength in numbers and great support within partnerships. Joint working with all of these organisations has been an absolute pleasure, and a fabulous experience. We look forward to these relationships strengthening further throughout the contract period.

Thank you to our teams across the organisation, who have all worked hard throughout the year, consistently delivering a high level of customer service and support. We must acknowledge that the year started with a great deal of uncertainty for many whilst we awaited the tender outcome. The levels of professionalism we saw within the Support Team during this time was inspiring; our absolute thanks to you all.

Trustees Report and Financial Statements for the year ended 31st December 2024

We want Ferring Country Centre to be a great place to work, with a highly skilled and developed workforce that are empowered to fulfil their roles. Our team grew during 2024 from 69 to 73 employees. Thank you to Jackie Simpson-Lee for her excellent work leading the organisation's Learning and Development function.

In order to know how well we are doing as an employer, we must ensure that our teams have the opportunity to tell us. To capture this we held our inaugural staff engagement survey in September and this was well received by the team. It was apparent that we are getting many things right, but there were trends identified where things could be improved, which has been used to formulate an action plan.

Our dedicated team of volunteers assist throughout the Centre, we are sincerely grateful for the time they give and all that they do to help us achieve our mission.

We continue to be pragmatic in our financial decision making. Hazel Sheward, our new Chief Finance Officer who joined in March 2024, has worked tirelessly with the team to ensure that they are empowered to make sound financial decisions relating to their departments, which in turn influence the organisation's overall performance.

Our strategy to grow our independent income relies on our enterprise activities based on our beautiful site in Ferring. We will continue to identify how we can further improve our offer and develop our income. Sam Maddocks, Chief Operating Officer, has led the team during 2024 to further develop events and ensure cohesion across the Garden Centre, Rangers Café, Dales Farm, Gift Shop and the Riding School.

Ferring Country Centre is more than a day service for people with learning disabilities, it is a community offering a range of activities to both those we support and the wider general public in an inclusive environment. Inclusion of this nature promotes the understanding of learning disabilities and educates us to value the fact we are all unique.

We are thankful for the support, generosity and kindness shown to us over the past year, it is truly appreciated.

Bob Rogers
Chair of Trustees

Hannah Tombs
CEO



Our Values



Our Story of 2024



Spotlight on...



Daisy has been attending FCC since 2019, and tells us in this interview why it is important to her.

What does Ferring Country Centre mean to you?

Ferring Country Centre is like my place of work. I value it just like a job. For me it is so rewarding to come here. I feel like I'm being a meaningful part of the running of the organisation. It means a lot to me that I'm able to come and contribute and that I have a purpose. It also feels like one big family which is nice.

What have you achieved here in the last year?

Lots of things. I've worked more on the allotments in the past year which has been lovely. I've been learning about growing the produce and looking after it from seed. It is great to get to see what I have planted in the ground develop into something I can eventually take home and cook with. It is so rewarding to know that I've grown it from something tiny that I can hold between my fingertips to something that I can turn into a sustaining and fulfilling meal.

I grow in confidence and skill every day. It's hard to condense it down to a year. There are times when I get emotional here, but it has reduced massively since I started, I'm now just so relaxed here. I love it at Ferring, I feel like I'm coming here to do a job. I want to come here and be professional. I feel confident and I feel proud of myself here and what I do is rewarding.

Ferring gives me so much in terms of friendships. We see everyone, colleagues and staff, at social events that we have here and there are so many different social events that happen. I've got so many friends here, it is lovely. It has really enriched my social life.

What would your life look like without Ferring Country Centre?

Well, definitely potentially very lonely. This place is honestly so unique, I don't think I've heard of anywhere else in the entire region, there possibly isn't anywhere else in the entire country, offering exactly what we offer. There are not many places that offer the setting we have and the horses as well. Here offers me literally what feels like a lifelong career and a second home. It feels like a home when I'm here and an opportunity to progress. Before I came here, I was lonely and bored and that was very hard to deal with. Here feels like somewhere I could stay lifelong, and not too far from home. Life would not be as diverse, it would not be as interesting, as challenging, in the best way, without Ferring.

Without Ferring, I honestly don't really know what I would be doing. I'd probably be at home a lot. My Mum and Dad both work so sometimes I would have just been on my own. I don't like to go out on my own, plus I would find that difficult. I don't want to be on my own, I want the company and need the support to manage day to day life. I wouldn't be doing an awful lot if I was not here because I would want to have someone else to be with me and that would be difficult to find.

Spotlight on...



Josh has been attending FCC since 1993, and tells us in this interview why it is important to him.

What does Ferring Country Centre mean to you?

It's a social place, you meet new people and make new friends. It is something to do rather than sit at home all day and if you can go out and do something instead, why not take that opportunity?

I treat the people here like work colleagues. It is such a good place, you've got a lovely café, lovely garden centre, a nice nature trail along where the horses are, lovely animals, a nice minibus which is very accessible for walkers and wheelchairs. It is a nice place to come, it is what I enjoy.

My favourite thing is just being here, because not everyone is as lucky as I am. I am lucky to come here, not everyone is able to come to a day service. What I really enjoy, my favourite bit is the litter picking and going out in the community, and the woodwork workshop. We are making planters and benches in there. I'm using a mitre saw and I like cutting the wood, it's good. There's good teamwork in there. I like all the staff here.

What have you achieved here in the last year?

I think my sanding skills in the woodwork shop have got better, I'm good at that. My confidence around people and talking to people. I'm good at helping people and I help if I can.

My friendship groups are good. If it were just me, it would be very lonely. I've been coming here for 12 years, since I was 18, there's been lots of change.

I would like to get better at lining things up in the workshop. I'm in the woodwork workshop three times a week. On Wednesdays I do music and then I do maintenance, yesterday we did some weeding around the boules area. Maintenance is good, I learnt to use the hoe to get the weeds out. I like going litter picking on Tuesday, I've been doing that for a few months. I know where to get the stuff, I help Wendy get the stuff from the shed and I know where to put the rubbish and recycling and what do to so that's an achievement. Before litter picking, I worked in the potting shed, but I like going out in the community and meeting people.

I am proud that I can go around the site on my own now because I know where things are. I am more confident with Gordon the alpaca, and with the pigs and Tinkerbelle the pony. I can lead the ponies now. I used to be nervous but I'm not now, I'm confident and I've grown with it. That makes me feel good and happy.

What would your life look like without Ferring Country Centre?

It would be very bleak, I'd be at home all day with nothing to do so it would be very bad. It wouldn't be very good because I'd have no social thing. I need this place, somewhere to go and something to get out of bed for. Without it, it would be very boring. I don't have a lot to do at home, I wouldn't want to be at home 5 days a week. I can't go out on my own, so it is not always possible for me to go out, so this is another reason why I like litter picking, it is an achievement to go out in the community.

Ambassadors and Volunteers



Our Ambassadors

Our team of Ambassadors consists of eight people who access our services, who role model good behaviours and advocate for their peers. They meet regularly with the Support Leadership Team and have a voice in key decision making. Assisting in the running of Day Service events by making choices and acting as welcomers. Additionally, they support recruitment, particularly when we are interviewing potential Support Workers and applicants for key roles.

Specifically, during 2024 they have participated in the co-production of the Ferring Country Centre Day Service Customer Charter. They have also formulated the plan for a newsletter, for which they will hold editing rights called the Ferring Flyer which will be in print during 2025.

The Ambassadors have also been working on a project to revise the snacks on offer during their breaks, looking to source healthy alternatives to the current range. This project is due for completion in early 2025.

Our Volunteers

We were privileged to benefit from the commitment and generosity of 103 volunteers who worked alongside us in 2024.

During Volunteers' Week in June, we were pleased to take some of our volunteers to a celebration picnic hosted by Voluntary Action Arun and Chichester and held at Aldingbourne Country Centre.

As part of our inhouse volunteer celebrations, to say a big thank you, Day Service undertook a project to design thank you cards, which were then posted out to each of our volunteers.

Volunteer training was reviewed and an in-person mandatory training module was created and delivered throughout the year. These were well attended and bringing volunteers together proved a great success.

Regular volunteer forums were held, and in the spring, we completed our first volunteer survey, with a 35% response rate and overall score of 4 out of 5 stars. This was a great starting point in measuring volunteer satisfaction.

Through the survey, volunteers requested Makaton training, and we were pleased to offer a volunteer only Makaton training session in the Autumn.

We would also like to thank our work-experience students, including those participating in the Duke of Edinburgh's Award Scheme for their contribution to our organisation.



Support

Our 2024 Achievements and Performance

We have continued to experience a demand for our services throughout the year, and whilst we welcomed seven new starters, we started and ended the year working with 123 people with learning disabilities each week. We saw a small decrease in our weekly sessions, starting the year delivering 352 sessions each week and ending the year delivering 348.

During the year three people accessing our services sadly died, one of whom had been attending Ferring since our early days. We said our goodbyes to four people, two of whom we identified as needing to be in a different setting. These were managed well with us working closely with the new providers to ensure a smooth transition.

The first quarter of the year was dominated by the West Sussex County Council tender process. With a successful outcome communicated in April we then had a three-month mobilisation period in which to make some changes to the structure of our Support Team. Two key roles were introduced in line with the contract specification, namely a Data Coordinator and a Quality Assurance and Outcomes Manager. The new contract requires greater scrutiny, with quarterly returns moving to a more qualitative approach. A robust approach to data collection will aid this task whilst enabling us to record what we provide and capture how this benefits those we support and the community we serve.

A key requirement of the new commissioning arrangement was partnership working. As stated earlier in the Report we have developed two positive partnerships. Working together has been greatly beneficial, sharing ideas, experience and in particular hosting some joint events for the people we support to attend together. We have been pleased to host The Aldingbourne Trust on a weekly basis since the commencement of the new contract as a base for the delivery of their outreach services.

Following on from the work carried out in 2023 to develop our Family Charter we have during 2024 introduced a Customer Charter for those who attend our service. This Customer Charter has been co-produced by the Ferring Ambassadors and the Support Team and clearly sets out what each party can expect from each other and defined boundaries relating to behaviour particularly around kindness to others.

An impressive wide-ranging programme of activities has been offered throughout the year. Our walk and talk group has continued to be popular, with a highlight being Scooter the Surf dog joining the group during Volunteers' Week. Our relationship with WSCC Adult Education continues, with them providing tutors for photography, literacy, numeracy, life skills, cookery and allotment growing with all sessions being delivered on a weekly basis. Well-being sessions include yoga, fitness and dance. Weekly music sessions are led by DJ Sam, who attends the Centre utilising our one-to-one service.

We have benefited from a variety of ad-hoc activity sessions provided by other organisations. We welcomed the Russell Martin Foundation who delivered finance and budgeting skills, West Sussex Fire and Rescue for a fire safety talk and Worthing Mencap for energy advice and support.



Support Our 2024 Achievements and Performance

We have continued our relationship with Keeping Lancing Lovely, our group attends most weeks to support the beach cleaning efforts. Our Easy Breezers, a group consisting of some of our older customers, have enjoyed a weekly offsite session at Beehive Care, offering a range of activities in a more sedate environment.

We participated in the Annual Ferring Scarecrow Trail, with our entry of “Scare-throw” an interactive offering demonstrating the inclusive nature of pétanque. We participated in the inaugural Christmas Tree Festival at St Andrew’s Church, Ferring, and were delighted to decorate a second tree on behalf of the legendary Ferring village “Nut Quacker”.

Woodwork has continued throughout the year, working towards supplying our Gift Shop with seasonal items. Similarly the production kitchen has continued to bake for the Café, and we have implemented a weekly maintenance pod, who undertake suitable tasks under the guidance of Salita Warner and the Premises Team.

The allotment continued to thrive and prove a popular option with those we support, offering a beautiful environment in which they can demonstrate their growing skills. Once again, the team produced an excellent crop of pumpkins, which were sold via our Gift Shop during the Halloween period.

The FCC Rangers, our football team continue to train and develop their skills and have enjoyed a number of fixtures with other local teams. Pétanque has continued to be a firm favourite, with our dedicated volunteers Margaret and Annette running weekly sessions. New for 2024 was the addition of indoor curling providing both exercise and fun.

Breakfast, Dinner and Film Clubs continue to be hit activities, which run monthly outside of Day Service hours, allowing the people we support to enjoy time with their friends in a social environment. In addition to these regular social activities we have delivered a number of seasonal events including a summer barbecue and a Halloween disco. For Christmas, Worthing and Adur partners joined together for a party, hosted by Worthing Mencap.

Our core Day Service activities continued. Our pods spend time across the site assisting in Rangers Café, working on Dales Farm, planting in the Garden Centre and assisting in the Riding School.

Our broad range of activities whether therapeutic, skills based or educational, provides both choice and opportunities to the people we support.

Two key highlights of 2024 were our election and sports days. There was a great deal of discussion at the Centre around the General Election. Some of the people we support asked to hold a mock election at our Centre and the Support Team did a brilliant job in communicating key manifesto points for each party, prior to them hitting the polling booths. In September we held our first sports day, bringing everyone together to enjoy a day of fun, activities, music and laughter.

We continue to work to enable the people we support to live the life they want focusing on their aspirations. By breaking down goals into attainable steps positive outcomes are achieved and possibilities expanded.



Enterprise - Our 2024

Our enterprise activities have been further developed during 2024.

Dales Farm enjoyed a positive year. The new duck enclosure became operational during the spring and being fully compliant for avian flu restrictions this proved invaluable. During the year to further develop Dales Farm as a visitor attraction we added a giant brick area and redeveloped the chicken enclosure to house our jumping pillow. The chickens moved into temporary accommodation and the work on the jumping pillow took place in the late spring, with its opening coinciding with the start of the summer holidays. These have been fabulous additions, visitor numbers have grown. The Farm Team, led by Bethany Budgen-Ashton, launched a number of animal experiences during the year, ranging from the simplicity of goat feeding and guinea pig cuddles, to Shetland pony experiences which have all been well received.



2024 was once again a good year for the Riding School, continuing to offer a full programme of riding therapy and mainstream riding lessons. The school holidays have been used to offer a range of horse related activities, including pony rides and grooming sessions which are a sound introduction into the world of horses. We have continued to run the British Horse Society's Pony Star programme allowing youngsters to develop their horsemanship skills. We have hired our facilities out to Goring and District Pony Club for regular dressage and jumping events. During the summer holidays, under the leadership of Helen Bridger, we ran our first residential pony camps. Two events were offered for different age ranges, with participants enjoying the opportunity to spend their nights under canvas and their days with the horses.

The Garden Centre had a positive 2024, with Malcolm Linfield and the team focusing on looking at our products, particularly around non-plant stock. Entering into a relationship with Wood Lodge saw the introduction of a high-quality pot range, which has sold well. Our traditional plant weekend held in May, produced a weekend of positive sales. This model was repeated in September, with our first autumn plant weekend focusing on our winter bedding offer.

Rangers Café has continued to be a benefit to the Centre, offering a beautiful space for our visitors to enjoy some delicious food. During the year the Café has hosted both Day Service and fundraising events.

The Gift Shop acts as the gatekeeper of the Centre undertaking reception duties, providing a warm welcome from Amanda Williams and the team to our visitors whilst also offering a range of toys and gifts, some of which have been produced on site by the Day Service.

The main purpose of our enterprise activities is to generate income for our Charity. The external economic environment continues to impact this endeavour, costs continue to rise and it is not possible to recoup these fully and remain competitive. We have continued to make prudent decisions throughout 2024 seeking to minimise costs without compromising on quality.



Financial Review 2024

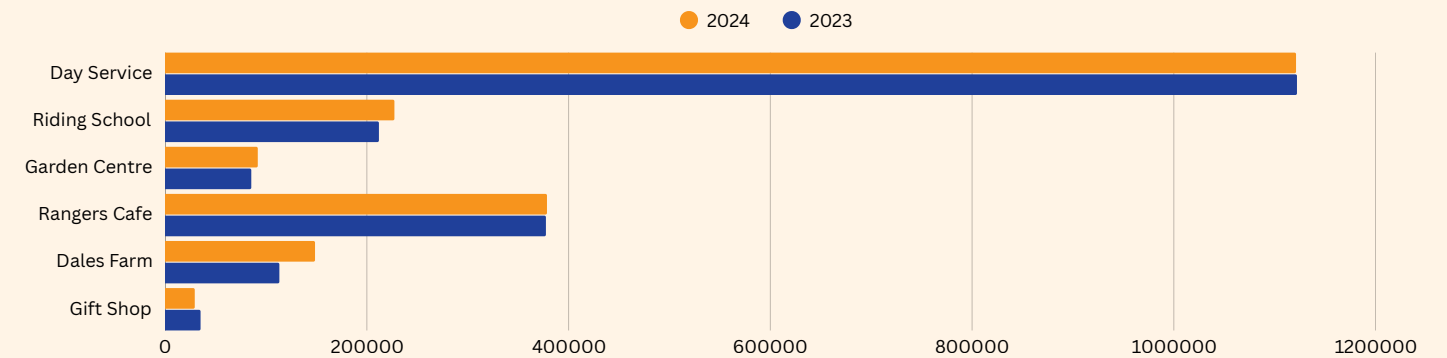
Ferring Country Centre ended the 2024 financial year with a deficit of £159.1k (2023 deficit £117.7k), -7.6% of total income (2023 -5.6%). The financial performance of the organisation has been impacted during 2024 due to limited income growth, high depreciation and the continued increase in salaries and general costs.

2024 has seen an increase in capital expenditure, spending £94.3k (2023 £73.6k). We had two key areas of capital expenditure during the year, these being the installation of the jumping pillow and our new website. Other capital expenditure included the duck house, balance beams for the castle, some further electrical works within the Horticulture Department and the installation of the fire hydrant, required for the studio project.

2024 proved to be another challenging year for Ferring Country Centre, whilst we ended the year with a significant deficit, our overall financial position remains strong. Our reserves are sufficient should they be needed and cashflow has been stable throughout the year. We have used 2024 to identify and take action on potential savings. With these mobilised we were on target, prior to the UK Government’s changes to employer National Insurance contributions, to achieve a breakeven position in 2025.

Expenditure in 2024 increased against 2023 by £54.9k (2.49%), this was mainly due to rising costs, particularly associated with staff costs, with the National Living Wage rising by 9.7%.

Income in 2024 saw an increase against 2023 of £13.5k (0.65%). Income increased in the Riding School, Garden Centre and Dales Farm, Rangers Café income stagnated, and the Gift Shop income fell. Day Service income remained stable.



- We identify four key areas of risk, these being:
- 1. 46% of our income is from one source
 - 2. Our contract with WSCC equates to 36% of our income and has an end date of June 2027
 - 3. One-to-one services are currently not sustainable nor contracted
 - 4. Costs, particularly relating to employment, are rising at a greater rate than our income growth

Our biggest risk currently is the position around our one-to-one services, without a contract in place we are in a vulnerable position. We continue conversations with WSCC around funding levels and contracts, and anticipate that a contract running in line with our main group services contract will be agreed during 2025.

We will constantly monitor the situation around higher costs and income growth, ensuring that we are responsive by regularly reviewing our pricing structure and by exercising prudence in our spending.

Financial Review 2024

The Charity’s reserves, as shown in note 17 of the financial statements, amounted to £872.1k (2023 £978.4k), a decrease of £106.3k. The Trustees consider the Charity’s available cash resources, for operational purposes, have decreased by 20%, or £205.7k, and are shown in the table below. This has been impacted significantly by our new contractual arrangements with WSCC, previously, contracted income was paid three months in advance, under the new contract we are paid four weeks in arrears.

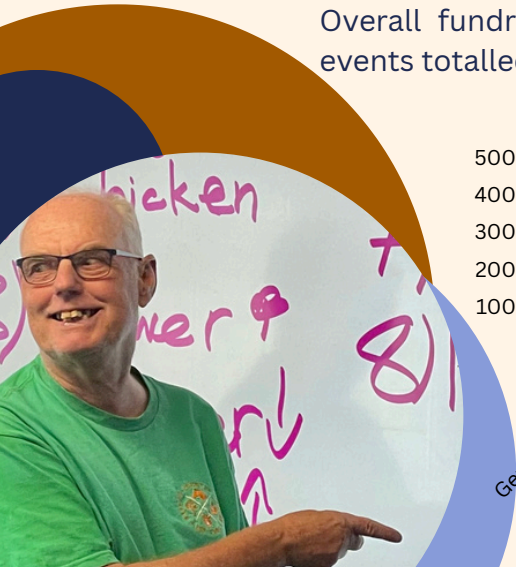
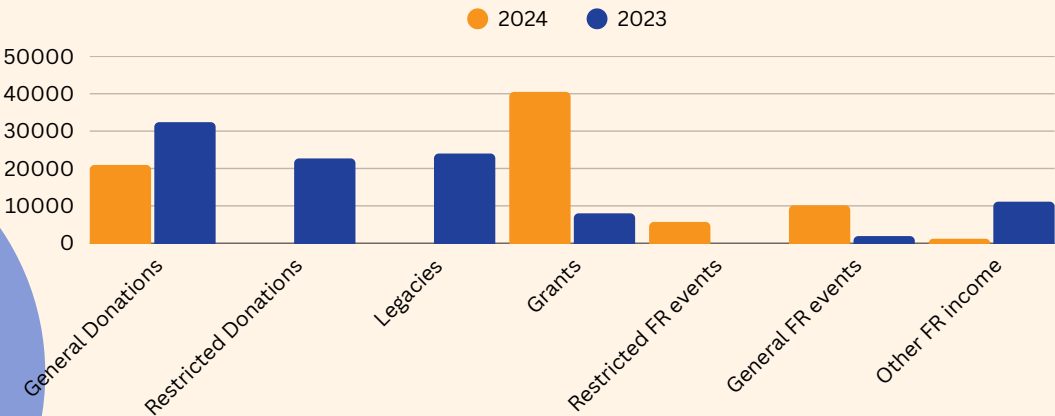
	2024	2023
Investments and surplus cash	897,890	1,060,282
Less: Restricted funds	72,864	29,596
Less: Designated funds	-	-
	825,026	1,030,686



The Trustees have a cautious investment strategy with little or no risk and the income generated from these resulting investments amounted to £28.1k, a 19.5% increase (2023 £23.5k). This is due to improved interest rates during 2024 teamed with proactive investment management.

The Trustees review the Reserves Policy annually and have agreed that the Charity holds reserves equivalent to 6 months’ operating expenditure (expected to be £1,151k in 2025) to ensure the ongoing delivery of its charitable objectives. To meet this, we need to increase reserves by £326k.

Overall fundraising income including donations, legacies, grants and fundraising events totalled £78.5k for the year (2023 £100.1k) a decrease of 21.6%.



Thank You

Our sincere thanks to each and every person who supports our organisation. Your generosity makes it possible for us to fulfil our mission of supporting people with learning disabilities to grow their independence, connect with others and create a good life.

We were honoured to receive donations in memory of Mary Turrell, our long-standing volunteer Tony Marrett, and our day service friend Graham Binstead.

In 2024 we have received donations or funds from the following organisations:

Sompting Abbots Preparatory School, Humber Avenue Allotments, Worthing Lions, Littlehampton Quilting Group, Educate U, Fisherbeck Fund, GWCA, Findon Village Gardens Association, The Letting Partnership, Pinnacle, Chiltern Charitable Trust, ENGBRA Ltd, Goring Gardening Society, Bidfood, Clymping Petanque Club, East Preston Festival Committee, Ferring Parish Council, St Andrews CE High School, Men in sheds, Coop Funeral Care, Rassasy, The Neighbourly Team-Canada Life Community Grants 2024, East Preston & Kingston Horticultural Society, Ferring Christmas Tree Festival, Groves Sculptures, Steeles of Worthing, NatWest, Three Forts Challenge, NFU, Milton Lloyd, Consort, and Acorn.

We thank our individual and regular donors:

Lulu Willis, Rodney Hart, Geoff Simpson, Mark Oakley, Ben Smith, Joyce Smith, Jon Philmore, Richard Ward, Barry Collins, Tracey Keegan, Tom Burstow, Glenys Roberts, Hills Pollard, Mrs Wilson, and K. Suksai.

Our thanks to the groups who kindly gave their time to support our Centre from the following organisations and companies:

- Worthing & Adur District Council
- Aviva
- Aspiring HR
- Hargreaves Lansdowne
- Magenta
- Marsh
- MET College
- NatWest
- NFU Mutual
- Rampion Wind Farm
- Seaford College
- Southern Water
- Surrey County Council
- The Fry Group
- West Sussex County Council



Charity Information

Patron

Georgina, Duchess of Norfolk

Trustees

Robert Rogers (Chair)
Linda Clark (Treasurer)
Jane Cole (Deputy Chair)
Ann Boughton-Leigh
Anne Cook
Peter Liverman
Debbie Medlock
David Smith

Key Personnel

Chief Executive Officer - Hannah Tombs
Chief Operating Officer - Samantha Maddocks
Chief Finance Officer - Hazel Sheward
Head of Support - David Payne

Registered and Principal Office

Ferring Country Centre
Rife Way
Ferring
West Sussex
BN12 5JZ

Registered Charity Number

297286

Registered Company Number

2086358

Professional Advisors

Independent Auditors

Blue Spire Limited
Cawley Priory
Chichester
West Sussex
PO19 1SY

Bankers

National Westminster Bank Plc
South Street
Worthing
West Sussex
BN11 3AR

Solicitors

Miller Parris
3-9 Cricketers Parade
Broadwater Street West
Worthing
West Sussex
BN14 8JB

HR Advisors

Aspiring HR
4 Churchill Court
Rustington
West Sussex
BN16 3DA



Trustees Report

The Trustees have pleasure in presenting their annual report for the purposes of the Charities Act 2022 the Companies Act 2006, together with the accounts for the year ended 31 December 2024. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) “Accounting and Reporting by Charities” (FRS102), effective 1 January 2019, in preparing the annual report and financial statements of the Charity.

Our Mission

To support people with learning disabilities to grow their independence, connect with others and create a good life.

Public Benefit

The Charity’s objects clause as stated in its Articles of Association is:

“For the benefit of persons with learning disabilities by providing such persons with working facilities in horticulture, agriculture, crafts, equestrianism and other related matters with the aim of assisting such persons to acquire and develop vocational and social skills”.

In determining how best to pursue these objects the Trustees have had regard to the Charity Commission’s guidance on public benefit, specifically when making decisions or reviewing the Charity’s aims and objectives and in developing plans for the future.

In accordance with our objects, Ferring Country Centre benefits people with learning disabilities in the West Sussex area. This benefit is met by our Day Service and Riding Therapy offer, which are in turn supported by our income generating and fundraising activities.

Structure, Governance and Management

Ferring Country Centre is a charitable company limited by guarantee, incorporated on 31 December 1986, and registered as a charity on the 20 July 1987. It is governed by the Memorandum and Articles of Association of the charitable company and is controlled by a Board of Trustees whose members are elected at the Annual General Meeting and are Directors for the purposes of company law and Trustees for the purposes of charity law.

Trustees

Ferring Country Centre has a Board of Trustees, who all bring their own knowledge, skills and passion to benefit the Charity. The Board elects its Chair on an annual basis. No one joined or left the board during 2024, and our Trustee head count remains at eight.

Trustees are recruited as and when a need is identified, with an emphasis on ensuring an appropriate skill set amongst the membership. The recruitment process requires potential Trustees to submit their Curriculum Vitae to the Chair of the Board. A selection process consisting of an informal visit and interview is undertaken and appointment to the Board is confirmed by the existing members and ratified at the following AGM. All new Trustees undertake an induction programme ensuring that they are aware of their legal obligations under charity and company law. They receive copies of Ferring Country Centre’s Memorandum and Articles of Association and the Charity Commission Booklet “CC3 The Essential Trustee”. The organisational Conflict of Interest policy requires all Trustees to complete the Conflict of Interest, Related Party Transaction Declaration form.



Trustees Report

The Board of Trustees normally meets four times per annum, with meetings running in line with the financial quarters. Board Meetings follow an agreed agenda with various standing matters, including management accounts, risk, health and safety, review of existing policies and adoption of new policies.

During 2024 the Finance Committee was formed, being a sub-group of the board who meet quarterly ahead of the full Trustee Meeting. The purpose of this committee is to commit time to this important topic away from the main meeting, taking time to scrutinize results and given due consideration and discussion to financial planning. Besides this other sub-groups and additional meetings are set up as and when necessary.

During 2024 we continued to meet using a hybrid meeting format, with those able to attend in person doing so and those not able to do so joining virtually using a Microsoft 365 Teams link.

Our AGM was held in person in June 2024, at which in accordance with the Articles of Association, one-third of the Trustees are required to retire, but are eligible for re-election.

Decision making is undertaken by the Trustees at Board Meetings following briefings and discussions. The Board appoints a team of senior leaders; day-to-day leadership and management of the Charity is delegated to the Chief Executive Officer (CEO) and then through the post holder to the Leadership Team.

Remuneration of Key Personnel

The Board of Trustees annually reviews the CEO's salary. The CEO, Chairperson and Treasurer review all other salary rates, these are generally implemented in April each year.

As a service-delivery organisation our brilliant and committed staffing team is our most important asset. Consistently delivering a high standard of support and customer service our team are highly valued; this is demonstrated through our commitment to maintaining our status as a Living Wage Foundation Employer. We are extremely proud to be Living Wage employer and will continue to maintain our membership for the long term, meaning that we pay a true Living Wage to our team beyond the rate set by the Government.

It is important that we remain competitive as an employer, to ensure this we review our staff remuneration packages annually. We offer a good range of employee benefits including a salary sacrifice pension scheme, death in service benefit and an employee assistance programme.

Equal Opportunities

Ferring Country Centre is committed to ensuring that all job applicants and employees are treated fairly and valued regardless of age, disability, gender (including transgender and gender reassignment), race, colour, nationality, ethnic or national origin, marital status or civil partnership, responsibility for dependents, sexual orientation, pregnancy or maternity, age, trade union activity, political or religious, agnostic or atheist beliefs and (unrelated to the post) criminal convictions and are not disadvantaged by unjust conditions or requirements. This principle applies to recruitment, promotion, training, benefits, and facilities. Ferring Country Centre meets its legal obligations and promotes the spirit of equal opportunity in all fields.



Trustees Report

Risks

The Trustees and Management of Ferring Country Centre have given due thought and consideration to the major risks to which the Charity may be exposed and have systems in place which are designed to mitigate those risks. This includes a risk management register and a business continuity plan, both of which are reviewed on a regular basis. Risk is an agenda item and discussed at all Trustee Meetings.

Inflation and high costs have continued to impact throughout 2024 and this is likely to continue for the foreseeable future, resulting in sustained financial pressure. This position continues to be mitigated by robust cost controls and ongoing income growth. A significant portion of our income is through our day opportunities contract with WSCC, which has been renewed during 2024 for a contract period of three years, with the possibility of a one-year extension. This new contract period alongside good governance mitigates the risk.

Relationships with other organisations

Relationships are key to our ongoing success; throughout 2024 we have continued to work with businesses and other organisations within both our local community and the learning disabilities community. These relationships bring opportunities to the people we support, Ferring village and our wider community, as well as our whole Centre.

We have further developed our relationships with Worthing Mencap, Guild Care, Superstar Arts and The Aldingbourne Trust. With them we share a goal of supporting people with learning disabilities to lead the lives they want to.

Throughout the year we worked alongside Oak Grove College, attending their transition evenings and welcoming their students to our site, allowing familiarisation for those who may wish to access our service once they have finished school.

We continue to work well with WSCC. The award of the new contract has resulted in strengthening relationships with our commissioners, with all parties having a deep understanding of the challenges faced by each individual organisation and working collaboratively to find agreeable solutions.

2024 was the second year Ferring Country Centre hosted the Apulstock Festival, this was again a one-day music festival with the option for overnight camping. The festival is designed to be accessible to people with learning disabilities, along with the wider community. The event was a great success, and the relationship will continue into 2025.

We were privileged to receive a visit from the High Sheriff of West Sussex, Philippa Gogarty in July.

We enjoy being part of the Ferring village community. We have continued to participate in a range of community events and were delighted to both participate in and benefit from the inaugural St Andrew's Church Christmas Tree Festival. We have developed our relationship with the parish council and have hosted a visit for some of the councillors, enabling them to see the work we do firsthand.

We welcomed corporate volunteers from a wide range of organisations who generously gave their time to support our work. We benefited from 18 days throughout the year.



Trustees Report

Our Centre

The core purpose of our organisation is to empower the people we support to live the life they wish to. This is achieved through the provision of a safe and supportive environment in which they feel purposeful, valued and are enabled to achieve and thrive. Our model offers a blended approach offering training, therapeutic and work-type activities. Our annual programme is developed with a focus on the wishes and needs of those we support whilst ensuring that it is fulfilling and engaging for all who attend.

We continue to offer a range of placements with referrals mainly being made through WSCC. We additionally offer placements on a private basis and have ad-hoc arrangements in place with neighbouring local authorities.

We focus on a cycle of continuous improvement, whether this is of our services or our facilities. It is paramount that any improvement or development made is influenced by the people we support. To achieve this we actively listen and engage, utilising in the main our Ferring Ambassadors.

Our person-centred approach ensures that every person who accesses our services has in place an individual support plan, detailing their needs, wants and wishes, alongside agreed outcomes they wish to accomplish.

Our approach to good support focuses on education, empowerment and enablement, understanding each individual's skills and abilities and how these can be developed in order to achieve their aspirations whilst overcoming any barriers experienced along the way.

Ferring Country Centre remains agile in its approach in order to achieve sustainable success, flexing the services we offer to meet the needs and demands of those who access our services and our wider customer base. The essence of our existence is the people we support who live with a learning disability, our decision-making centres on their needs and wishes. However, there is a significant need for us to generate funds to support our work and this is achieved through enterprise and fundraising. These two distinct areas of our organisation are co-dependent, without each other the organisation would not be able to fulfil its purpose.

Our organisation is split into six operational areas: Support, Garden Centre, Dales Farm, Riding School, Rangers Café and the Visitors Centre. All of these areas are supported by the administration, maintenance, fundraising and finance functions.

Our departments offer a varied range of activities to the people we support; Dales Farm offering opportunities to work with a wide range of animals learning animal husbandry skills, Riding School offering horsemanship skills, Rangers Café offering hospitality skills, Visitor Centre offering customer service skills and Maintenance offering the opportunity to develop grounds and maintenance skills. Additionally, the Support Team is responsible for the Day Service Centre, which benefits from three classrooms, a review room, a sensory space, dining room and commercial kitchen. These spaces are used to deliver a varied programme of activities, which includes the production of cakes which are sold in Rangers Café. The team also have other dedicated Day Service areas around the site, which incorporate the pétanque terrain, allotment, farm classroom and the woodwork workshop.



Trustees Report

Our weekly programme offers both development and therapeutic activities, including music, sing and sign, yoga, literacy, numeracy, fitness and many more.

We are committed to providing a high standard of facilities to everyone who utilises our services, we continually update and upgrade our site ensuring that we are providing a safe and welcoming environment.

Adults and children with learning and/or physical disabilities can experience horse riding through our riding therapy sessions, which are delivered by our Riding School Team throughout the week. These sessions provide both a physical and psychological benefit to the rider.

Our site based in the lovely village of Ferring is home to Dales Farm and Rangers Café, which alongside the Riding School, Visitor Centre and Garden Centre are all open to the public seven days a week. We enjoy welcoming visitors to our Centre, sharing not only our wonderful facilities but also to show case our work supporting people with learning disabilities, bringing the wider benefit of social inclusion alongside income generation. The positive interactions between those we support and the public, enabled through our model are key to our success; barriers are broken down and our inclusive environment in which we embrace the fact we are all unique, assists everyone to have a greater awareness of and compassion towards people living with a learning disability.

We benefit from a fantastic team of 103 volunteers. Each giving their time, experience, skills and knowledge to our organisation. We are sincerely appreciative of their ongoing support and dedication. We are pleased to be able to offer young volunteer opportunities, mainly during the weekends for young people between the ages of 12 and 17, often gaining their first experience of working with horses or farm animals.

Site Development

The main site development that took place in 2024 was the redevelopment and installation of the jumping pillow. This has included the addition of a shelter which is shared between the infamous FCC red tractor and a seating area for the jumping pillow. Additionally the duck enclosure was finished and put into use, and the new chicken enclosure reached the design stage.

Additional funding was secured for the long-awaited fitness and drama studio, resulting in the position that we were ready to start the build. However further delays were experienced due to a building regulation requirement for a fire hydrant to be fitted within our site. The hydrant work was agreed at the end of the year, but would not be undertaken until 2025.



Trustees Report

Fundraising and Finance

2024 was another challenging financial year for Ferring Country Centre, impacted significantly by the external economic environment including a 9.7% rise in the National Living Wage.

Fundraising was a mixed bag during 2024. We had significant success with our grants and trust applications, working alongside our external bid writer. We secured three grants towards the studio project worth £60k, some of which will not be realised until 2025. Other fundraising income was disappointing, with an overall decrease in funds during the year despite our investment in a dedicated fundraising post. On reflection our approach needed to be refined, we started with a broad ask, rather than focusing on one specific area of fundraising.

During the year we changed our accounting software package, transitioning during the summer from Sage to Xero. This has allowed for improvements and efficiency within the finance function.

We continue to be pragmatic in our decision making, saving where possible but spending when required.

We have ended 2024 in a deficit position, this has been impacted by high depreciation, significant increases to salary costs and rising supplier costs and minimal income growth. It has been a challenging year financially, however, we must acknowledge that despite this we remain in a stable financial position with significant reserves and a strong balance sheet.



Trustees Report

Plans for the Future - 2025 and beyond

Change remains constant in both the external environment and within our Centre. We will continue to flex accordingly as our journey progresses.

Our key focus for 2025 will be strategic planning, as we look forward to a new five-year strategic period taking us from 2026 to 2030.

2026 marks our 40th Anniversary and, whilst looking to the future, we must celebrate this milestone, taking stock of everything Ferring Country Centre has achieved during its life thus far.

Our contract for the provision of group services with WSCC is a three-year contract with the option for a one year extension. This means as a minimum the contract will run to the end of June 2027, which provides us with an element of certainty for the immediate future. We will continue to work closely with other providers to secure an agreeable contract for the provision of One-to-one services.

Our relationships with our partners grew during 2024, and we are excited about how these will continue to develop in the future. There is great strength in partnership working.

We continue to review and develop the services we offer to the people we support, ensuring that we are influenced by their needs, wants and wishes as we continue to move through our cycle of continuous improvement. Out-of-hour activities will continue, and we will look forward to expanding our seasonal events under the guidance of our Ambassadors.

Financial performance will remain paramount, as we work hard to move from a position of deficit to a position of surplus in the coming years. External factors have influenced our timeline, and whilst we had anticipated that we would breakeven by the end of 2025, it is likely that it will be another year of deficit, albeit significantly reduced. As a service delivery organisation 67% of our annual expenditure relates directly to employment costs. It is important that we maintain our Real Living Wage Employer status, and beyond this that our salaries and benefits enable us to remain competitive as an employer. We will remain prudent in our financial management, focusing on minimising the impact of rising costs and seeking efficiencies. We must, however, be mindful that this does not adversely impact on our services or our site.

Our new website will be ready and launched in the early part of the year, improving our online presence and enhancing customers' online shopping experience.

2025 will see the fitness and drama studio project come to fruition. The building is scheduled to be completed in June. This space will be a fabulous addition for the Centre, providing a suitable and accessible space for a range of well-being and therapeutic activities.

Those we support continue to be our motivation; we will work rigorously to empower and enable them to live the life they want. We will do this by ensuring that the goals and aspirations of everyone who accesses our services are regularly reviewed, we will provide opportunities for their voices to be heard and therefore influence the future of Ferring Country Centre.



Trustees Report

We are excited about the future, about the benefits of strong partnership working and about the difference we can make. We are inspired by the people we support and work alongside on a daily basis, the positivity and determination they demonstrate is infectious and we are so privileged to share our organisational journey with them.

And, finally, this Report would not be complete without a very special 'thank you' to Hannah Tombs, our excellent CEO. Throughout 2024 Hannah and her team have delivered first class day services to adults with learning disabilities and have provided them and the visiting public with excellent facilities. During this time Hannah has also successfully completed the renewal of our core day services contract. Very well done, Hannah. With your leadership the future is bright indeed.

Statement of Trustees Responsibilities

The Trustees (who are also directors of Ferring Country Centre Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.



Trustees Report

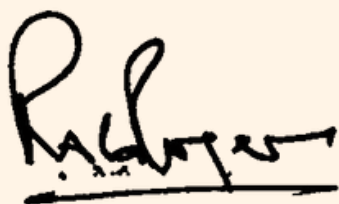
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Appointment of Auditors

Auditors will be appointed via a tender process in the summer period of 2025, a resolution proposing this will be put forward at the Annual General Meeting of the Charity.

This report has been prepared having taken advantage of the small companies' exemption in the Companies Act 2006.

Approved by the Trustees and signed on their behalf.



Robert A G Rogers
Trustee – Chairman

Date: 19th June 2025



Independent Auditor's Report

Independent Auditor's Report to the Members of Ferring Country Centre Limited

Opinion

We have audited the financial statements of Ferring Country Centre Limited (the 'charitable company') for the year ended 31 December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the report of the trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Independent Auditor's Report

Independent Auditor's Report to the Members of Ferring Country Centre Limited (Continued)

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the report of the trustees, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to [prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Independent Auditor's Report

Independent Auditor's Report to the Members of Ferring Country Centre Limited (continued)

Based on our understanding of the Charity and the sector in which it operates, we identified the principal laws and regulations that directly affect the financial statements to be the Charities Act, Companies Act, and Employment Act. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

In addition, the Charity is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. There is a limitation to areas most likely to have such an effect. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence if any.

Audit procedures performed by the engagement team included:

- Enquiry of management, those charged with governance around actual and potential litigation and claims;
- Enquiry of entity staff to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for> This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Geoffrey Frost BSc(Hons) FCA (Senior Statutory Auditor)
For and on behalf of Blue Spire Limited, Statutory Auditor

Cawley Priory
South Pallant
Chichester
West Sussex
PO19 1SY

Date 8 July 2025

Financial Statements

for the year ended 31st December 2024

Statement of Financial Activities (including Income and Expenditure Account)

	Note	Unrestricted Funds General £	Designated £	Restricted Funds £	2024 Total Funds £	2023 Total Funds £
INCOME AND ENDOWMENTS FROM:						
Donations and legacies	1	20,948	-	40,501	61,449	87,081
Other trading activities	2	11,338	-	5,697	17,035	13,029
Investments	3	28,114	-	-	28,114	23,536
Charitable activities	4	1,996,416	-	483	1,996,899	1,945,397
Other	5	58	-	-	58	20,974
Total		<u>2,056,874</u>	<u>-</u>	<u>46,681</u>	<u>2,103,555</u>	<u>2,090,017</u>
EXPENDITURE ON:						
Raising funds	6	4,044	-	-	4,044	672
Charitable activities	7	2,255,202	-	3,432	2,258,634	2,207,092
Total		<u>2,259,246</u>	<u>-</u>	<u>3,432</u>	<u>2,262,678</u>	<u>2,207,764</u>
Net Income/(Expenditure)		(202,372)	-	43,249	(159,123)	(117,747)
Transfer between funds	17,18	<u>96,094</u>	<u>(96,113)</u>	<u>19</u>	<u>-</u>	<u>-</u>
Net movement in funds		(106,278)	(93,113)	43,268	(159,123)	(117,747)
RECONCILIATION OF FUNDS						
Total funds brought forward	17	<u>978,393</u>	<u>2,267,115</u>	<u>29,596</u>	<u>3,275,104</u>	<u>3,392,851</u>
Total funds carried forward	17	<u>872,115</u>	<u>2,171,002</u>	<u>72,864</u>	<u>3,115,981</u>	<u>3,275,104</u>

None of the charity's other activities were acquired or discontinued during the above two financial years.

The charity has no recognised gains or losses other than those dealt with in the statement of financial activities.



Financial Statements

for the year ended 31st December 2024

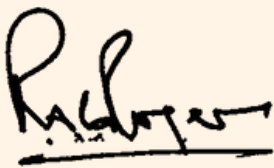
Balance Sheet as at 31 December 2024

		2024		2023	
	Note	£	£	£	£
FIXED ASSETS					
Tangible Assets	12		2,171,002		2,267,115
CURRENT ASSETS					
Stock of goods for resale		33,306		13,722	
Debtors	13	188,526		62,305	
Cash at hand and in bank		897,890		1,060,282	
Total current assets		<u>1,119,722</u>		<u>1,136,309</u>	
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	14	<u>174,743</u>		<u>128,320</u>	
Net current assets/(liabilities)			<u>944,979</u>		<u>1,007,989</u>
Net assets/(liabilities)			<u>3,115,981</u>		<u>3,275,104</u>
THE FUNDS OF THE CHARITY					
Restricted funds	17		72,864		29,596
Unrestricted funds					
Fixed Asset reserve	17	2,171,002		2,267,115	
Designated funds	17	-		-	
General funds	17	<u>872,115</u>		<u>978,393</u>	
Total unrestricted funds			<u>3,043,117</u>		<u>3,245,508</u>
Total charity funds	17		<u>3,115,981</u>		<u>3,275,104</u>

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The accompanying notes form part of these accounts.

Approved by the trustees 19th June 2025 and signed on their behalf.



Robert A G Rogers
Trustee - Chairperson

Ferring Country Centre Limited
Registered charity no.: 297286
Registered company no.: 02086358

Financial Statements

for the year ended 31st December 2024

Statement of Cash Flows

	£	2024	£	£	2023	£
Net cash flow from operating activities (see below)			(96,197)			20,320
Cash flow from investing activities						
Payments to acquire tangible fixed assets	(94,309)			(73,551)		
Proceeds on disposal of tangible fixed assets	-			9,167		
Interest received	28,114			23,536		
Net cash flow from investing activities			(66,195)			(40,848)
Net increase/(decrease) in cash and cash equivalents			(162,392)			(20,528)
Cash and cash equivalents at 1 January 2024			1,060,282			1,080,810
Cash and cash equivalents at 31 December 2024			897,890			1,060,282
Cash and cash equivalents consist of:						
Cash at bank and in hand			897,890			1,060,282
Cash and cash equivalents at 31 December 2024			897,890			1,060,282
Reconciliation of net income to net cash flow from operating activities	£	2024	£	£	2023	£
Net income for the year			(159,123)			(117,747)
Adjusted for:						
Interest receivable		(28,114)		(23,536)		
Depreciation and impairment of tangible fixed assets		190,114		194,158		
Loss/(profit) on disposal of tangible fixed assets		308		(7,676)		
Decrease/(increase) in stock		(19,584)		1,091		
Decrease/(increase) in debtors		(126,221)		6,244		
Increase/(decrease) in creditors		46,423		(32,214)		
			62,926			138,067
			(96,197)			20,320



Financial Statements for the year ended 31st December 2024

Accounting Policies

General information, scope and basis of the financial statements

Ferring Country Centre Limited is a private company, limited by guarantee, incorporated in England with the company number 02086358. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office and principal place of business is Rife Way, Ferring, Worthing, West Sussex, BN12 5JZ and its operations are outlined in the trustees' report.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

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 stated otherwise.

Incoming Resources Policy Notes

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.

For donations to be recognised the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Income from trading activities include income earned from fundraising events and trading activities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and recognised when entitlement has occurred.

Income from government and other grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Investment income is earned through holding assets such as cash deposits and includes interest received. Interest income is recognised using the effective interest method, where material.

Resources Expended Policy Notes

All expenditure is accounted for on an accruals basis and have been classified under headings that aggregate all costs related to the 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.

Staff costs, support costs and governance costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. Staff costs have been allocated between costs of raising funds, charitable activities and governance costs on the basis of time spent by staff. Support costs cannot be directly attributed to particular headings and have been allocated to the cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources. Support costs have been allocated to charitable activities on the best estimate of the use of those resources.

Governance costs are costs associated with the general running of the charity as opposed to the day to day activities. Governance costs have been allocated to the cost of charitable activities on the basis they form part of carrying out those activities.

Allocation of support costs and governance costs

Support costs and governance costs are allocated to the different activities within expenditure on charitable activities on the basis of the number of clients involved in each activity.

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 the service.

Financial Statements

for the year ended 31st December 2024

Accounting Policies

Pension Costs

The Charity operates defined contribution pension schemes. Contributions to the scheme are charged to the statement of financial activities on a payable basis.

Leases

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease

VAT

The Charity is registered for VAT and operates on a partial exemption basis. Costs are recorded inclusive of VAT within the SoFA where they relate to exempt supplies with other irrecoverable amounts expensed as they arise.

Taxation

The Charity is considered to pass the tests set out in sections 466 to 493 Corporation Tax Act 2010 (CTA 2010), as such no income tax is payable on the charity's activities.

Fixed Asset Policy Notes

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible 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:

Assets in the course of construction	- nil
Freehold buildings	- 3.33%-5% per annum on cost
Freehold land	- nil
Plant and machinery	- 25% per annum on cost
Fixtures, fittings & equipment	- 25% per annum on cost
Motor vehicles	- 25% per annum on reducing balance basis

Stock

Stock of plants, associated materials and gift shop items for resale are shown in the balance sheet at the lower of cost and net realisable value.

Quantities of resources such as seeds, compost, animal feed, animal medicine and office stationery are purchased when required. Any balance of such items on hand at the accounting date are negligible and have not been valued or shown as stock.

Debtors and creditors receivable/payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded a transaction price. Any losses arising from impairment are recognised in expenditure.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Funds Structure Policy Notes

Restricted funds

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the note 17 of these financial statements.

Unrestricted funds

Unrestricted funds 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.

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.



Financial Statements

for the year ended 31st December 2024

Notes to the Financial Statements

1. Donations and Legacies

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2024 Total Funds £
Donations	20,948	-	-	20,948
Legacies	-	-	-	-
Grants	-	-	40,501	40,501
	20,948	-	40,501	61,449

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2023 Total Funds £
Donations	32,392	-	22,689	55,081
Legacies	24,000	-	-	24,000
Grants	-	-	8,000	8,000
	56,392	-	30,689	87,081

2. Other trading activities

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2024 Total Funds £
Fundraising event income	10,143	-	5,697	15,840
Other fundraising income	1,195	-	-	1,195
	11,338	-	5,697	17,035

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2023 Total Funds £
Fundraising event income	1,914	-	-	1,914
Other fundraising income	11,115	-	-	11,115
	13,029	-	-	13,029



Financial Statements

for the year ended 31st December 2024

Notes to the Financial Statements

3. Investments

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2024 Total Funds £
Bank interest	28,114	-	-	28,114
	28,114	-	-	28,114

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2023 Total Funds £
Bank interest	23,536	-	-	23,536
	23,536	-	-	23,536

4. Income from charitable activities

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2024 Total Funds £
Services to beneficiaries	1,120,679	-	483	1,121,162
Riding School and Riding Therapy	227,320	-	-	227,320
Horticulture	91,861	-	-	91,861
Catering Services	378,563	-	-	378,563
Small Animal Farm	148,613	-	-	148,613
Shop Sales	29,380	-	-	29,380
	1,996,416	-	483	1,996,899

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2023 Total Funds £
Services to beneficiaries	1,122,088	-	-	1,122,088
Riding School and Riding Therapy	211,960	-	-	211,960
Horticulture	85,429	-	-	85,429
Catering Services	377,515	-	-	377,515
Small Animal Farm	113,264	-	-	113,264
Shop Sales	35,141	-	-	35,141
	1,945,397	-	-	1,945,397



Financial Statements

for the year ended 31st December 2024

Notes to the Financial Statements

5. Other incoming resources

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2024 Total Funds £
Friends of Ferring Country Centre	58	-	-	58
Insurance claims	-	-	-	-
Profit on disposal of assets	-	-	-	-
	58	-	-	58

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2023 Total Funds £
Friends of Ferring Country Centre	30	-	-	30
Insurance claims	13,269	-	-	13,269
Profit on disposal of assets	7,675	-	-	7,675
	20,974	-	-	20,974

6. Raising Funds

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2024 Total Funds £
Fundraising costs	4,044	-	-	4,044
	4,044	-	-	4,044

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2023 Total Funds £
Fundraising costs	672	-	-	672
	672	-	-	672

7. Expenditure on charitable activities

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2024 Total Funds £
Direct costs	220,190	-	664	220,854
Personnel costs	479,991	-	-	479,991
Depreciation	-	-	-	-
Support costs (see note 8)	1,555,021	-	2,768	1,557,789
	2,255,202	-	3,432	2,258,634

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2023 Total Funds £
Direct costs	251,467	-	6,229	257,696
Personnel costs	456,784	-	-	456,784
Depreciation	60,375	-	-	60,375
Support costs (see note 8)	1,397,911	-	34,326	1,432,237
	2,166,537	-	40,555	2,207,092

Financial Statements

for the year ended 31st December 2024

Notes to the Financial Statements

8. Support costs

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2024 Total Funds £
Staffing costs	994,120	-	232	994,352
Premises costs	206,625	-	2,308	208,933
Governance and administrative costs	126,476	-	-	126,476
Depreciation	190,115	-	-	190,115
Disposal of fixed assets	308	-	-	308
Client costs	16,983	-	228	17,211
Legal and professional fees	20,394	-	-	20,394
	1,555,021	-	2,768	1,557,789

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2023 Total Funds £
Staffing costs	913,984	-	-	913,984
Premises costs	210,219	-	34,326	244,545
Governance and administrative costs	102,909	-	-	102,909
Depreciation	133,783	-	-	133,783
Disposal of fixed assets	-	-	-	-
Client costs	21,762	-	-	21,762
Legal and professional fees	15,254	-	-	15,254
	1,397,911	-	34,326	1,432,237

9. Auditors' remuneration

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2024 Total Funds £
Audit	5,250	-	-	5,250
Payroll services	1,890	-	-	1,890
	7,140	-	-	7,140

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2023 Total Funds £
Audit	5,250	-	-	5,250
Payroll services	1,800	-	-	1,800
	7,050	-	-	7,050



Financial Statements

for the year ended 31st December 2024

Notes to the Financial Statements

10. Wages and salary costs

	2024 Total Funds £	2023 Total Funds £
Gross wages	1,265,254	1,187,916
Employer's national insurance costs (net of employment allowance)	82,033	66,754
Pension costs	84,895	72,814
Redundancy / Termination payments - Full and final settlement	5,732	7,170
	<u>1,437,913</u>	<u>1,334,654</u>
Staff numbers:	2024	2023
Average head count	<u>79</u>	<u>82</u>
Analysed by function:		
Riding School (Inc RTU)	7	6
Horticulture	3	3
Cafe, Shop, Farm and Visitor Centre	34	35
Day Service	26	29
Premises	5	4
Management and administration	<u>5</u>	<u>5</u>
	<u>79</u>	<u>82</u>
Calculated on a full-time equivalent basis, analysed by function:		
Riding school (Inc RTU)	4	3
Horticulture	2	2
Cafe, Shop, Farm and Visitor Centre	11	12
Day Service	21	20
Premises	3	4
Management and administration	<u>7</u>	<u>7</u>
	<u>48</u>	<u>48</u>

During the year under review one employee (2023: One employee) had emoluments (excluding employer pension costs) above £60,000 in the range £60,000-£70,000.

Defined contribution pension scheme

The Charity operates a defined contribution pension scheme for its employees. Employer contributions to the scheme during the year under review amounted to £84,895 (2023: £72,814) with £7,316 (2023: £6,868) payable at the balance sheet date in respect of employer and employee contributions. Pension costs are allocated to charitable activities and support costs on the basis of the activities the employee is involved in.

11. Related party transactions

No trustee received any remuneration from employment or other benefits with the charity during the year under review nor the comparative year.

During the year under review 5 (2023: 6) members of the charity's staff, identified as key management personnel, received employee benefits totalling £219,373 consisting of salary, employer's national insurance and employer's pension contributions (2023: 215,521 consisting of salary, termination payments, employer's national insurance and employer's pension contributions).

The charity reimbursed expenses and met costs on behalf of key management personnel incurred during the fulfilment of their responsibilities in the year totalling £1,256 (2023: £1,295). The Charity's key management personnel are included in the group life assurance plan for employees.

No donations were received from the charity's trustees without conditions attached and donations totalling £62 were received from the charity's trustees in respect of the dance/drama studio.

During the year one child (2023: four children) of key management personnel were employed on a part time basis and received employee benefits totalling £578 (2023: £6,177). In addition two other family members of key management personnel were contracted for various duties across the site and were paid £3,888 in total (2023: nil)

There were no other transactions with related parties that require disclosure in the financial statements.

Financial Statements

for the year ended 31st December 2024

Notes to the Financial Statements

12. Fixed assets

	Assets in the course of construction £	Land & Buildings £	Plant & Machinery £	Fixtures, Fittings & Equipment £	Motor Vehicles £	TOTAL £
<i>Cost</i>						
At 1 January 2024	3,413	3,328,545	320,282	323,985	32,785	4,009,010
Additions	28,846	14,228	-	51,235	-	94,309
Disposals	-	-	(9,171)	(3,787)	-	(12,958)
At 31 December 2024	32,259	3,342,773	311,111	371,433	32,785	4,090,361
<i>Depreciation</i>						
Accumulated at 1 January 2024	-	1,245,000	266,698	203,792	26,405	1,741,895
Charge for the year	-	101,687	28,690	58,142	1,595	190,114
On disposals	-	-	(8,863)	(3,787)	-	(12,650)
At 31 December 2024	-	1,346,687	286,525	258,147	28,000	1,919,359
Net book value at 31 December 2024	32,259	1,996,086	24,586	113,286	4,785	2,171,002
Net book value at 31 December 2023	3,413	2,083,545	53,584	120,193	6,380	2,267,115

13. Debtors

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2024 Total Funds £	2023 Total Funds £
<i>Within one year</i>					
Trade debtors	109,898	-	-	109,898	664
Prepayments and accrued income	76,688	-	-	76,688	61,641
Other debtors	1,940	-	-	1,940	-
	188,526	-	-	188,526	62,305

14. Creditors

	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2024 Total Funds £	2023 Total Funds £
<i>Within one year</i>					
Trade creditors	35,117	-	-	35,117	22,494
Other taxes and social security costs	23,799	-	-	23,799	22,491
VAT Payable	57,454	-	-	57,454	62,085
Accruals and deferred income	58,353	-	-	58,353	21,026
Other creditors	20	-	-	20	224
	174,743	-	-	174,743	128,320



Financial Statements

for the year ended 31st December 2024

Notes to the Financial Statements

15. Commitments under operating leases

At 31 December the charity had total minimum lease payments under operating leases in respect of vehicles which expire as follows:

In less than one year

Later than one year and not later than two years

2024 Total Funds £	2023 Total Funds £
2,452	2,805
-	-
<u>2,452</u>	<u>2,805</u>

Total lease payments in relation to vehicles recognised as an expense in the year were £6,238

At 31 December the charity had total minimum lease payments under operating leases in respect of office equipment which expire as follows:

In less than one year

Later than one year and not later than two years

Later than two years and not later than five years

2024 Total Funds £	2023 Total Funds £
7,083	7,512
5,796	7,083
11,592	17,388
<u>24,471</u>	<u>31,983</u>

16. Analysis of net assets between funds

	Unrestricted General £	Unrestricted Fixed Asset £	Unrestricted Designated £	Restricted Funds £	2024 Total Funds £
Tangible assets	-	2,171,002	-	-	2,171,002
Current assets	1,046,858	-	-	72,864	1,119,722
Current liabilities	(174,743)	-	-	-	(174,743)
	<u>872,115</u>	<u>2,171,002</u>	<u>-</u>	<u>72,864</u>	<u>3,115,981</u>
	Unrestricted General £	Unrestricted Fixed Asset £	Unrestricted Designated £	Restricted Funds £	2023 Total Funds £
Tangible assets	-	2,267,115	-	-	2,267,115
Current assets	1,106,713	-	-	29,596	1,136,309
Current liabilities	(128,320)	-	-	-	(128,320)
	<u>978,393</u>	<u>2,267,115</u>	<u>-</u>	<u>29,596</u>	<u>3,275,104</u>



Financial Statements

for the year ended 31st December 2024

Notes to the Financial Statements

17. Analysis of net movement in funds

	Year ended 31 December 2024				
	Total funds brought forward £	Total incoming resources £	Total resources expended £	Transfer between funds £	Total funds carried forward £
<i>Restricted funds</i>					
Cafe	464	-	-	-	464
Catering	585	-	-	-	585
Client	4,734	-	(228)	-	4,506
Farm	94	6,509	-	-	6,603
Horticulture	4,091	-	(1,445)	-	2,646
RTU	4,818	1,200	(664)	-	5,354
Woodwork workshop	1,396	50	-	-	1,446
Dance and drama studio	6,000	38,770	-	-	44,770
Other restricted funds	7,414	152	(1,095)	19	6,490
	<u>29,596</u>	<u>46,681</u>	<u>(3,432)</u>	<u>19</u>	<u>72,864</u>
<i>Unrestricted funds</i>					
Fixed Asset reserve	2,267,115	-	-	(96,113)	2,171,002
	<u>2,267,115</u>	<u>-</u>	<u>-</u>	<u>(96,113)</u>	<u>2,171,002</u>
Designated funds - The Charity's trustees have designated funds for the following purpose:					
	-	-	-	-	-
Total designated funds	-	-	-	-	-
General reserves	978,393	2,056,874	(2,259,246)	96,094	872,115
Total unrestricted funds	<u>3,245,508</u>	<u>2,056,874</u>	<u>(2,259,246)</u>	<u>(19)</u>	<u>3,043,117</u>
Total funds	<u>3,275,104</u>	<u>2,103,555</u>	<u>(2,262,678)</u>	<u>-</u>	<u>3,115,981</u>

	Year ended 31 December 2023				
	Total funds brought forward £	Total incoming resources £	Total resources expended £	Transfer between funds £	Total funds carried forward £
<i>Restricted funds</i>					
Cafe	464	-	-	-	464
Catering	585	-	-	-	585
Client	3,349	9,929	(6,788)	(1,776)	4,734
Farm	12,078	4,493	(16,477)	-	94
Horticulture	5,200	85	(1,194)	-	4,091
RTU	8,901	916	(4,999)	-	4,818
Woodwork workshop	1,396	-	-	-	1,396
Dance and drama studio	-	6,000	-	-	6,000
Other restricted funds	9,265	9,266	(11,117)	-	7,414
	<u>41,238</u>	<u>30,689</u>	<u>(40,555)</u>	<u>(1,776)</u>	<u>29,596</u>
<i>Unrestricted funds</i>					
Fixed Asset reserve	2,389,213	-	-	(122,098)	2,267,115
	<u>2,389,213</u>	<u>-</u>	<u>-</u>	<u>(122,098)</u>	<u>2,267,115</u>
Designated funds - The Charity's trustees have designated funds for the following purpose:					
	-	-	-	-	-
Total designated funds	-	-	-	-	-
General reserves	962,400	2,059,328	(2,167,209)	123,874	978,393
Total unrestricted funds	<u>3,351,613</u>	<u>2,059,328</u>	<u>(2,167,209)</u>	<u>1,776</u>	<u>3,245,508</u>
Total funds	<u>3,392,851</u>	<u>2,090,017</u>	<u>(2,207,764)</u>	<u>-</u>	<u>3,275,104</u>

Financial Statements

for the year ended 31st December 2024

Notes to the Financial Statements

Description of funds

Cafe	Funds received to support the Charity's Cafe which is open to the General Public as well as providing training and skills for our Day Service Customers.
Catering	Funds received to support the Charity's Catering Department providing the equipment that enables our Day Service Customers to learn and develop catering skills.
Client	Funds received to support the Charity's Day Service Customers and enable them to learn and develop their skills that they can use in every day life.
Farm	Funds received to support the Charity's Dales Farm; allowing us to enhance the facilities to provide training and opportunities to our Day Service Customers.
Horticulture	Funds received to support the Charity's Horticultural Department, by providing the tooling and other provisions to enable our Day Service Customers to learn and develop skills.
RTU	Funds received to support the Charity's Riding Therapy Unit to allow us to support our Day Service Customers and the Riders who attend the Centre to ride the horses as beneficial therapy.
Woodwork Workshop	Funds received to support the Charity's Woodwork Workshop allowing us to build, purchase tools and supplies to enable our Day Service Customers in learning woodwork skills.
Dance and drama studio	Funds received to support the Charity's Dance and Drama studio plans to provide our Day Service Customers with increased access and wider experiences.
Other restricted funds	Other funds to support the Charity in other restricted projects.
Fixed asset reserve	Representing the balance of fixed assets held by the charity.

18. Transfers between funds

From	To	Unrestricted General £	Unrestricted Fixed Asset £	Unrestricted Designated £	Restricted Funds £
<i>Transfer 1</i>					
Fixed Asset reserve	General reserves	96,113	(96,113)	-	-
		96,113	(96,113)	-	-
Transfer from Fixed Asset reserve to general funds representing the net reduction in fixed assets over the financial year.					
<i>Transfer 2</i>					
General reserves	Client restricted funds	(19)	-	-	19
		(19)	-	-	19
Transfer from general funds to client restricted fund to cover the shortfall.					
		96,094	(96,113)	-	19

19. Financial commitments

At the balance sheet date the Charity's trustees had given approval for works to be undertaken for the construction of a new fitness and drama studio though the contract had not been signed. the total committed budget for the works not provided in the financial statements amounted to £177,000 with the majority of costs to be covered by a combination of restricted grants and donations.

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for the year ended 31st December 2024

Notes to the Financial Statements

20. Financial instruments

	2024 Total Funds £	2023 Total Funds £
<i>Financial assets</i>		
Debt instruments measured at amortised cost:		
Trade debtors	109,898	664
	<u>109,898</u>	<u>664</u>
<i>Financial liabilities</i>		
Measured at amortised cost:		
Trade creditors	35,117	22,494
	<u>35,117</u>	<u>22,494</u>

21. Comparative statement of financial activities

	Note	Unrestricted General £	Unrestricted Designated £	Restricted Funds £	2023 Total Funds £
INCOME AND ENDOWMENTS FROM:					
Donations and legacies	1	56,392	-	30,689	87,081
Other trading income	2	13,029	-	-	13,029
Investments	3	23,536	-	-	23,536
Charitable activities	4	1,945,397	-	-	1,945,397
Other	5	20,974	-	-	20,974
Total		<u>2,059,328</u>	<u>-</u>	<u>30,689</u>	<u>2,090,017</u>
EXPENDITURE ON:					
Raising funds	6	672	-	-	672
Charitable activities	7	2,166,537	-	40,555	2,207,092
Total		<u>2,167,209</u>	<u>-</u>	<u>40,555</u>	<u>2,207,764</u>
Net Income/(expenditure)		(107,881)	-	(9,866)	(117,747)
Transfers between funds	17,18	123,874	(122,098)	(1,776)	-
Net movement in funds		<u>15,993</u>	<u>(122,098)</u>	<u>(11,642)</u>	<u>(117,747)</u>
RECONCILIATION OF FUNDS					
Total funds brought forward	17	962,400	2,389,213	41,238	3,392,851
Total funds carried forward	17	<u>978,393</u>	<u>2,267,115</u>	<u>29,596</u>	<u>3,275,104</u>





**If you would like to know
more about our work, or
would like to support us in
any way please visit:**

<https://ferringcountrycentre.org/support-us/>







Ferring Country Centre
Rife Way
Ferring
West Sussex
BN12 5JZ

T: 01903 245078
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Charity Number: 297286

A Charity Supporting People with Learning Disabilities

Ferring Country Centre Limited

REPORT TO THE TRUSTEES

Audit for the year ended 31 December 2024

Ferring Country Centre Limited

Report to the trustees

Contents

Introduction and terms of reference	▶	We set out the objectives of our audit, its scope and summarise our findings
Audit status and timetable to completion	▶	We set out any matters required prior to completion of the audit and the timescale for these
Independence	▶	We confirm our independence
Key accounting and audit matters	▶	We discuss audit findings
Adjusted and unadjusted differences	▶	We set out any adjustments made during the course of our audit and any differences which remain unadjusted
Current technical Developments	▶	We set out the current accounting, regulatory and corporate governance developments that are relevant to the charity.

Ferring Country Centre Limited

Report to the trustees

Introduction and terms of reference

Introduction

- This report summarises the scope of our work and the key audit and accounting matters arising from our audit of the financial statements for the charity, including those matters identified at the planning stage.
- The report is prepared solely for the use of the management and trustees of Ferring Country Centre Limited and should not be shown to any other person without our express permission in writing. We do not accept responsibility for this report to any other person and we hereby disclaim any and all such liability.
- We have substantially completed our audit work in respect of the financial statements for the year ended 31 December 2024 and anticipate issuing an unqualified audit opinion.
- This report covers those matters we believe to be material in the context of our work.

Audit scope

The scope of our work, as agreed in our Engagement Letter, was to carry out an audit in accordance with International Standards on Auditing (UK and Ireland) of the charity's financial statements prepared under United Kingdom Generally Accepted Accounting Practice (UK GAAP), Companies Act and the requirements of the Charities SORP.

In addition it was to form an opinion on whether:

- The financial statements give a true and fair view of the state of the charity's affairs as at 31 December 2024 and of the surplus or deficit for the year then ended;
- The financial statements have been properly prepared in accordance with UK GAAP, Companies Act 2006 and the Charities SORP;
- The information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements and in accordance with applicable legal requirements.

We are also required to consider whether:

- Adequate accounting records have been kept by the charity, or returns adequate for our audit have not been received, or
- The financial statements are not in agreement with the accounting records and returns, or
- Certain disclosures of any trustees' remuneration specified by law are not made, or
- We have not received all the information and explanations we require for our audit, or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the directors' report and take advantage of the small companies exemption from the requirement to prepare a strategic report.

Ferring Country Centre Limited

Report to the trustees

Introduction and terms of reference

Key accounting and audit matters



- Brought Forward; Café operations and potential tax liability

Materiality and unadjusted differences



- Materiality is considered to be £42,000 for the financial statements as a whole;
- However, we are required to bring to your attention any audit adjustments that we have identified but which management are not proposing to adjust above the clearly trivial figure of £1,500.

Systems and controls



- As part of our audit procedures we have documented the processes and controls on, and performed walkthrough tests of, the key transaction streams that impact the financial statements.
- We should point out that, as the purpose of the audit is to form an opinion on the charity's financial statements, our examination cannot necessarily be expected to disclose all shortcomings in systems and controls.
- Significant issues which we wish to bring to your attention as a result of the work we have performed are set out on in the relevant section of this report.

Fraud and error



- We have considered the risk of material misstatement due to fraud and error.
- We have also made enquiries of management and trustees as to whether there has been any fraud or unadjusted error during the period under review. Management and trustees are not aware of any fraud or unadjusted error.

Ferring Country Centre Limited Report to the trustees

Audit status and timetable to completion

Audit status

- We have substantially completed our audit work. This report details our main findings.
- The following key areas remain outstanding in respect of our audit:
 - Sight of final financial statement document inclusive of trustees' report for review and approval.
 - Final review of post year end information.
- Subsequent to the above:
 - Receipt of signed letter of representations.
 - Receipt of signed accounts.

Timetable to completion

- The charity's AGM was to be held on 19 June 2025 where the financial statements were approved overall with minor changes with the accounts documents to follow.

Ferring Country Centre Limited

Report to the trustees

Independence

Under Auditing and Ethical Standards, we are required as auditors to confirm our independence to “those charged with governance”. In our opinion, and to be confirmed by you, we consider that for these purposes it is appropriate to designate the trustees as those charged with governance.

Our internal procedures are designed to ensure that all partners and professional staff are aware of relationships that may be considered to bear on our objectivity and independence as auditors. The principal statements of policies are set out in our firm-wide guidance. In addition, we have embedded the requirements of the standards in our methodologies, tools and internal training programmes.

The procedures require that audit engagement partners are made aware of any matters which may reasonably be thought to bear on the firm’s independence and the objectivity of the audit engagement partner and the audit staff. This document considers such matters in the context of our audit for the year ended 31 December 2024.

In addition to our audit work we have provided statutory accounts preparation services to the charity. This presents a potential threat to our independence as auditors as, in part, our audit work will be assessing the output of our accounts preparation services. Blue Spire Limited also carry out the provision of payroll services for the entity. Similarly, to statutory accounts preparation this presents a potential independence threat. The payroll service is provided by individuals outside of the audit team and all judgements and decisions are taken by management.

Audit regulations recognise that, with smaller organisations such as your charity, a combination of services is often in the client’s best interests and so long as safeguards are in place no significant threat to audit independence arises. One of these safeguards is the existence of informed management who have been identified by the trustees as Hannah Tombs, Hazel Sheward in addition to Linda Clark. We have discussed those safeguards with management and the chair of trustees and they have agreed that they are sufficient to mitigate any material threat to audit independence arising from the preparation, by us, of the statutory accounts for the charity.

We confirm that the firm complies with the FRC Ethical Standards and, in our professional judgment, is independent and objective within the meaning of those standards

Ferring Country Centre Limited Report to the trustees

Key accounting and audit matters

Key audit areas	Description	Auditor response, any recommendations and our conclusion
Café operations and potential tax liability	During the last 3 financial audits we raised a concern around the charity's exposure to corporate tax through its café and assorted other trading activities and provided a backdrop to trading by charities and how a tax charge could be avoided. We discussed this area in detail with management and a representative of those charged with governance with a focus on how the charity should respond to this risk which included: • Greater analysis of the relevant income and costs; and • Expansion on the use of the charity's day service customers (beneficiaries) in the operation of these activities where possible.	From our final review of this operational area we were content a tax charge has not arisen and the area should continue to be monitored and actions taken where a there would be charge to taxation.

Ferring Country Centre Limited

Report to the trustees

Adjusted differences

	Statement of financial activities		Balance sheet	
	Expense £	Income £	Asset £	Liability £
None				

Please note we have not included adjustments provided by management or those which were agreed and made as part of the accounts preparation

Ferring Country Centre Limited

Report to the trustees

Unadjusted differences – in excess of the clearly trivial figure

	Statement of financial activities		Balance sheet	
	Expense £	Income £	Asset £	Liability £
None				

Ferring Country Centre Limited

Report to the trustees

Current developments

Title	Summary	Impact on the charity
Updated guidance from the Charity Commission	<u>Trustee pay and expenses</u> The Charity Commission updated its guidance (25 April 2025) in respect of what can be paid, what should be considered and what should be included in relevant policies.	No specific impact, however useful information.
FRS102 and Charities SORP effective 1 January 2026	The next edition of the Charities SORP is expected by Autumn 2025 following its current period of consultation. Key changes arising from the revised FRS 102 include: • Removal of the distinction between operating and finance leases leading to more asset and liability recognition on the balance sheet with limited exemptions. • Introduction of a five-step revenue recognition model in respect of contracts with customers. This is particularly relevant to charities receiving performance related grants. Additionally there will be enhanced disclosure requirements within the trustees' report in respect of the charity's impact, volunteers and sustainability. Otherwise there will be changes around heritage assets, accounting for social investments plus other areas of increased clarity.	It is worthwhile considering the position of leases and revenue streams at an early stage to ensure necessary information is held and available for when the new SORP is effective, being accounting years commencing on or after 1 January 2026.

FERRING COUNTRY CENTRE LIMITED

England & Wales - Charity number 297286

Accounts

Ferring Country Centre Limited

Limited by Guarantee

Trustees Report

and Financial Statements

for the year ended 31st December 2023

Registered Charity Number 297286
Registered Company Number 2086358



FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

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FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

CHARITY INFORMATION

Patron

Georgina, Duchess of Norfolk

Trustees

Robert Rogers	(Chairman)
Linda Clark	(Treasurer)
Jane Cole	(Deputy Chair)
Ann Boughton-Leigh	
Anne Cook	
Peter Liverman	
Debbie Medlock	
David Smith	(Joined June 2023)

Registered and Principal Office

Rife Way
Ferring
Worthing
West Sussex
BN12 5JZ

Registered Charity Number

297286

Registered Company Number

2086358

Key Management Personnel

Chief Executive Officer	Hannah Tombs
Chief Operating Officer	Samantha Maddocks
Chief Finance Officer	Nicola King (Resigned 26 th January 2024)
Chief Finance Officer	Hazel Sheward (Joined 6 th March 2024)
Head of Support	David Payne (Joined 24 th July 2023)
Head of Operations	Simon Livesley (Resigned 3 rd March 2023)
Head of Facilities	Jason Coomber (Resigned 17 th March 2023)

Independent Auditors

Blue Spire Limited
Cawley Priory
South Pallant
Chichester
West Sussex
PO19 1SY

Bankers

National Westminster Bank Plc
South Street
Worthing
West Sussex
BN11 3AR

Solicitors

Miller Parris
3-9 Cricketers Parade
Broadwater Street West
Worthing
West Sussex
BN14 8JB

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

REPORT OF THE TRUSTEES

The Trustees have pleasure in presenting their annual report for the purposes of the Charities Act 2022 the Companies Act 2006, together with the accounts 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" (FRS 102), effective 1 January 2019, in preparing the annual report and financial statements of the charity.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Ferring Country Centre is a charitable company limited by guarantee, incorporated on 31 December 1986, and registered as a charity on 29 July 1987. It is governed by the Memorandum and Articles of Association of the charitable company and is controlled by a Board of Trustees whose members are elected at the Annual General Meeting and are directors for the purposes of company law and trustees for the purposes of charity law.

Trustees

Ferring Country Centre has a Board of Trustees, who all bring their own knowledge, skills and passion to benefit the Charity. The Board elects its Chair on an annual basis. During 2023 David Smith joined our Board of Trustees, increasing our Trustees to eight.

Trustees are recruited as and when a need is identified, with an emphasis on ensuring an appropriate skill set amongst the membership. The recruitment process requires potential trustees to submit their Curriculum Vitae to the Chairperson of the Board. A selection process consisting of an informal visit and interview is undertaken and appointment to the Board is confirmed by the existing members and ratified at the following AGM. All new Trustees undertake a full induction programme ensuring that they are aware of their legal obligations under charity and company law. They receive copies of Ferring Country Centre's Memorandum and Articles of Association and the Charity Commission Booklet "CC3 The Essential Trustee". In line with the organisational Conflict of Interest policy, all Trustees are required to complete the Conflict of Interest, Related Party Transaction and Annual Declaration form for each year that they are in office.

The Board of Trustees normally meets four times per annum, with meetings running in line with the financial quarters. Board meetings follow an agreed agenda with various standing matters, including full reporting of management accounts, risk, health and safety, review of existing policies and adoption of new policies. Sub-groups of the Board and additional meetings are set up as and when necessary. The Trustees held an additional meeting during the year in March 2023 to discuss and subsequently agree a new leadership structure following the departures of the Head of Operations and the Head of Facilities. The Head of Operations role was deleted and replaced with a Head of Support post. The Head of Finance role was changed to Chief Finance Officer. The Head of Commercial and Head of Facilities posts were both deleted and replaced with one role, Chief Operating Officer.

During 2023 we continued to meet using a hybrid meeting format, with those able to attend in person doing so and those not able to do so joining virtually using a Microsoft 365 Teams link. Our AGM was held in person in June 2023, at which time amended Articles of Association were adopted. Changes to the Articles of Association included amendment to make provision for hybrid meetings and a change in our trading activities.

In accordance with the Articles of Association, one-third of the Trustees retire at the Annual General Meeting but are eligible for re-election.

Decision making is undertaken by the Trustees at Board Meetings following briefings and discussions. The Board appoints a team of senior leaders; day-to-day leadership and management of the Charity is delegated to the Chief Executive Officer (CEO) and then through the post holder to the Leadership Team.

Remuneration of Key Personnel

The Board of Trustees annually reviews the CEO's salary. The CEO, Chairperson and Treasurer review all other salary rates and present their recommendations for the annual pay review to the Board for approval and subsequent implementation.

Our excellent staffing team is our greatest asset. Our staff deliver high quality services to our service users and our customers throughout the organisation. We are proud of our status as a Living Wage Foundation Employer and will continue to maintain our membership for the long term, ensuring that we pay a true living wage to our team above the rate set by the Government.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

REPORT OF THE TRUSTEES

We review our staff remuneration packages annually to ensure that we remain competitive. We have continued to enhance our employee benefits, introducing an Employee Assistance Programme during 2023 in addition to our salary sacrifice pension scheme and death in service benefit. The Employee Assistance Programme is provided by Health Assured and offers a range of wellbeing support services.

Equal Opportunities

Ferring Country Centre is committed to ensuring that all job applicants and employees are treated fairly and valued regardless of age, disability, gender (including transgender and gender reassignment), race, colour, nationality, ethnic or national origin, marital status or civil partnership, responsibility for dependents, sexual orientation, pregnancy or maternity, age, trade union activity, political or religious, agnostic or atheist beliefs and (unrelated to the post) criminal convictions and are not disadvantaged by unjust conditions or requirements. This principle applies to recruitment, promotion, training, benefits, and facilities. Ferring Country Centre meets its legal obligations and promotes the spirit of equal opportunity in all fields.

Risks

The Trustees and Management of Ferring Country Centre have given due thought and consideration to the major risks to which the Charity may be exposed and have systems in place which are designed to mitigate those risks. This includes a risk management matrix and a business continuity plan, both of which are reviewed on a regular basis. Risk is an agenda item and discussed at all Trustee meetings.

The key risks during 2023 have continued to be high inflation and the cost-of-living crisis. This situation is likely to continue for the foreseeable future and place ongoing financial pressure on the organisation. We will continue to mitigate the situation to the best of our ability by controlling costs and developing our fundraising efforts. The West Sussex County Council (WSCC) contract renewal is also a risk because approximately 50% of our income comes from WSCC contracted services.

Relationships with other organisations

Throughout 2023 we have continued to build relationships with other organisations within both our local community and the local learning disabilities community. These relationships bring opportunities to our services users alongside the whole Centre.

We have continued to work closely with WSCC, providing Day Services to our service users. We have also actively participated in a variety of engagement events as WSCC has developed its plans for the future of services to people with learning disabilities within our county. This work will come to fruition in 2024 with the release of a tender process for new contracts.

On 29th July we were delighted to host the 2023 Apulstock Festival, a one-day music festival designed to be accessible to people with learning disabilities as well as the wider community.

We have actively developed our relationships with other providers within our locality including Superstar Arts, Guild Care and Worthing Mencap, supporting each other wherever possible.

Our relationship with our immediate community of Ferring is important to us. We support local events where possible, and are strengthening our relationships with St Andrew's Church, the village school, the Parish Council and the Village Festival Committee.

We hosted 18 corporate social responsibility volunteer days throughout the year, benefiting from the generosity of a range of businesses and organisations giving their time freely to support our work.

OBJECTS AND ACTIVITIES

The Charity's objects clause as stated in its Articles of Association is:

"For the benefit of persons with learning disabilities by providing such persons with working facilities in horticulture, agriculture, crafts, equestrianism and other related matters with the aim of assisting such persons to acquire and develop vocational and social skills."

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

REPORT OF THE TRUSTEES

Our mission is: *"To create positive futures for customers and enable them to play a valued role in society."*

In determining how best to pursue these objects the Trustees have had regard to the Charity Commission's guidance on public benefit set out in the public benefit guides PB1, PB2 and PB3, specifically when making decisions or reviewing the Charity's aims and objectives, and in developing plans for future activities and projects.

In accordance with our objects, Ferring Country Centre benefits people with learning disabilities in the West Sussex area. This benefit is met by our Day Service and Riding Therapy offers, which are in turn supported by our income generating and fundraising activities.

Placements within our Day Service are mainly made through referrals by West Sussex Country Council. We also accommodate referrals from neighbouring local authorities and to individuals on a private placement basis.

Our overarching aim at Ferring Country Centre is to ensure that we empower the people we support, our Day Service Customers (DSCs), to live the life they want. This is delivered by offering an environment in which our DSCs can thrive, feel valued and achieve a sense of purpose. Throughout the year we offer a variety of activities and training opportunities, concentrating on the needs of those we support, ensuring that our service provision is fulfilling and engaging for all who attend.

We rarely stay still, focusing on continual improvement of both our facilities and services. It is important that improvements and developments are driven by the aspirations of the people we support. This is achieved by actively engaging and listening to our DSCs. In the main this is accomplished through the work of the Ferring Ambassadors, a group of our DSCs who advocate for their peers, ensuring they have an influencing voice.

Our service is person-centred, ensuring each person who accesses our services has in place an individual support plan which contains details of their needs, wants and wishes, along with outcomes they aim to accomplish with our support. We offer a high-quality service, within an encouraging and safe environment. Our support focuses on individuals' skills and how these can be further developed to achieve aspirations, enabling DSCs to overcome any challenges and barriers experienced during their journey.

The ongoing success of Ferring Country Centre is reliant on our holistic approach to the services we offer. Our core focus remains the delivery of services to people with learning disabilities, offered through a variety of activities and programmes across our Centre. Additionally, we have a secondary purpose, this being to utilise our resources to generate funds, enabling us to continue to develop and deliver our charitable purpose. These activities of service delivery and income generation are interwoven throughout the organisation and therefore need to be mutually beneficial and co-exist harmoniously.

Our organisation is split into six key functional areas:

- Support
- Garden Centre
- Dales Farm
- Riding School
- Ranger's Café
- Visitor Centre

All of these areas are supported by the administration, maintenance, fundraising and finance functions.

Our departments offer a varied range of activities to our DSCs:

- Garden Centre developing horticultural skills.
- Dales Farm offering opportunities to work with a wide range of animals learning animal husbandry skills.
- Riding School offering horsemanship skills.
- Ranger's Café offering hospitality skills.
- Visitor Centre offering customer service skills.

In addition to the department specific activities listed, the Support Team is responsible for the dedicated Day Service Centre, which is equipped with three classrooms, an IT suite, a sensory room, a dining room and a commercial kitchen,

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

REPORT OF THE TRUSTEES

in which cakes are produced daily for sale in Ranger's Café. The Support Team is also responsible for the Farm Classroom, based within Dales Farm, and the Woodwork Workshop.

Our facilities are used to deliver a varied programme of developmental and therapeutic activities, which include music, sing and sign, yoga, fitness and many more.

We continue to be committed as an organisation to providing a high standard of facilities to our DSCs. We also continue to invest in site improvements which will not only expand the range of activities on offer, but ensure they are delivered in a welcoming environment.

Our Riding School offers riding therapy sessions, in which both adults and children with learning and/or physical disabilities have the opportunity to experience horse riding. Riding therapy sessions offer both psychological and physical benefits to riders.

We are open to the public seven days a week as a Riding School, Dales Farm, Visitor Centre (including children's play areas), Ranger's Café and Garden Centre. Our relationship with the community in which we are based is important to us, and we enjoy welcoming visitors to our Centre. Whilst we are open to the public to share our beautiful site and excellent facilities, it is important to note that alongside income generation, it also brings wider benefits of social inclusion and interaction. The social inclusion between those we support, and the wider community is paramount to the ongoing success of our organisation. Our DSCs undertake roles which are valued in a safe and supported environment. Barriers of prejudice are broken down as inclusion of this type assists people to have a greater understanding of learning disabilities, appreciating the fact that we all unique.

Throughout the week we are supported by an excellent team of volunteers, each bringing their own mix of experience, skills, knowledge and passion to our organisation. Our volunteers add a great deal of value to our Centre, and we are sincerely appreciative of their support, time and dedication. During the weekends we are pleased to offer volunteering opportunities to young people between the ages of 12 and 18. This can allow young people to have their first experience of working alongside animals, including horses.

ACHIEVEMENTS AND PERFORMANCE

Support

Throughout 2023 we have continued to see a continued growth in the demand for our services. As the year commenced, we were working with 117 people each week and delivering 336 sessions each week. As the year concluded, this had grown to working with 123 people each week and delivering 352 weekly sessions.

During the first quarter of the year we reviewed the overall organisational structure, which resulted in the introduction of four Team Leader roles and three Senior Support Worker roles. Following a robust selection process during quarter two, all posts were filled as we reached the half year point. The introduction of these roles has been greatly beneficial with Team Leaders taking line-management responsibilities for Support Workers, alongside the fundamental purpose of being role models for the whole team in the delivery of excellent support.

We have taken time to review our support processes and documentation in order to ensure that we capture correct and relevant information relating to those we support. This, in turn, aids the quality of our service delivery.

Working with families and carers, our Family Charter was developed and launched during 2023. This becomes a key document for families and carers of our DSCs, setting out clearly what they can expect from Ferring Country Centre and, in return, what Ferring Country Centre expects from them. This is included within the DSC induction pack and is also available on our website.

We have continued to expand our Education and Enablement Programme. During the year we have worked in partnership with Brighton & Hove Albion in the Community, the official charity of Brighton & Hove Albion Football Club delivering two learning for life courses which combined maths and football, and culminated with stadium tours for participants. We have worked with DSCs to develop specific skills which have enabled two of them to take on voluntary or paid work, including delivering Makaton sessions at a local nursery.

The Ferring Country Centre Ambassadors continue to do a brilliant job in capturing feedback from their peers. They have continued to lead on key DSC events throughout the year, including the Summer Celebration, Halloween and Christmas discos. Additionally, they have supported the team by delivering site tours for prospective DSCs and created "know me," a piece of work designed to aid the development of reflective practice which was included in our April

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

REPORT OF THE TRUSTEES

Support Team Development Day. Our Ambassadors, along with their peers, have contributed significantly to the selection process of key appointments, including Team Leaders, Senior Support Workers and the Head of Support.

We have continued to deliver a range of activities out in the community. Our popular weekly Walk and Talk group, Keeping Lancing Lovely beach cleaning group and Cycall inclusive cycling, have all continued. During the summer months we were able to access tennis courts in Littlehampton, delivering weekly tennis sessions during August which were very popular.

We were able to work in partnership with Pier Road Coffee and Art Studio to exhibit the excellent pictures of our photography group in a gallery setting. Our photographers enjoyed attending the launch event and their work remained on display for a whole month.

Our weekly pétanque sessions, run by dedicated volunteers Margaret and Annette, were delivered throughout the year, with regular competitions being held. During the summer months, the group was able to take advantage of our long anticipated pétanque terrain, which is located to the west of the Café building. This is a vibrant area, enhanced by the summer house and benches, donated in memory of our friend Ian Bant.

Breakfast, Dinner and Film Clubs, all remain popular activities. Dinner and Film Club are run monthly, outside of Day Service hours, and provide the opportunity for our DSCs to enjoy time with their friends in a less formal and more social environment. Breakfast Club is run monthly within services hours, with DSCs enjoying an opportunity to meet with friends at Buddys Café, which is run by Worthing Mencap.

Our allotment project entered its second year and was again an immense success, offering a calm sanctuary within our site and clearly demonstrating the beauty of nature. We produced a bumper crop of pumpkins which were harvested and sold for Halloween.

Our Woodwork Workshop has produced a range of products throughout the year which have been sold in our Gift Shop - the rustic reindeer have once again proven popular. The Woodwork Team has also assisted with projects around the site, including seahorses within the pétanque area and tractor themed planters on Dales Farm.

The Ferring Rangers Football Team has enjoyed its first full year, which has included a number of matches, both at home and away. The formation of the team is a notable example of coproduction, with a group of our DSC identifying the need for more inclusive football teams, and therefore being introduced into our offer.

We continue to support our DSC in achieving their outcomes, by breaking down goals into attainable steps. Outcomes are agreed through the support planning and review process, and progress is captured regularly and recorded on the StoriiCare data management system.

We have participated in a variety of engagement events and workshops hosted by WSCC during the year, which have been used in the ongoing coproduction of a new service specification for the upcoming contract renewal procurement. Contract extensions have been given, initially to the end of December 2023 and then to 30th June 2024.

Enterprise Activities and Animal Care

Our enterprise activities have overall continued to perform well throughout 2023.

The Garden Centre has had a positive year, showing some growth in sales. During the year we have continued to develop our house plant offer, which is proving popular. In May we revived our annual plant weekend, which was a successful event with an incredibly positive public response.

The Riding School has continued to thrive in 2023. We have continued to offer a full programme of riding therapy alongside our mainstream riding activities. We have strived to provide a wide variety of pony activities, including rides, grooming sessions and the more structured Pony Stars programme running in school holidays. The Riding School benefits from a dedicated team of volunteers, giving their time each week. Additionally, young volunteer opportunities are in place each weekend, enabling those between 12 and 18 years of age to learn horsemanship skills whilst assisting the team.

Dales Farm has enjoyed some development during 2023. In the spring, the farm themed go-kart area was a welcome addition. This is a bright and vibrant attraction, equipped with a selection of tractors and designed to be low maintenance. Avian flu restrictions have been in place on and off throughout the year, which places limitation on how we exhibit our birds, chickens and ducks. We anticipate that this is going to continue for the near future and therefore

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

REPORT OF THE TRUSTEES

we are taking restriction rules into account when upgrading our enclosures. This process has begun with the duck enclosure, with the pond improved during the autumn and a new avian flu compliant enclosure to follow in due course.

Ranger's Café is a great asset to our Centre. Our trade has continued to grow throughout 2023, including our private event offer and a range of events specifically for our DSCs.

2023 has been a positive year for our enterprise activities. However, this being said, the external economic environment does impact income generation. We continue to see costs rising and it is not always possible to recoup these and remain a competitive offer. To mitigate this, we have tried to make sensible decisions and minimise costs where possible without compromising quality.

Site Development

Improvements around our site during 2023 have been minimal. Dales Farm benefited from the addition of the farm themed go-kart track, kindly sponsored by GWCA Solicitors. Additionally, the duck pond was fully refurbished, making it smaller and more accessible for the team for cleaning.

We have continued to raise funds for the addition of a Fitness, Dance and Drama Studio. The expected cost of this project is £170k, of which we have secured £56k. As the year drew to a close, we had three further funding bids submitted awaiting outcomes. Our planning permission was granted in July 2022 and is valid for three years.

Fundraising and Finance

Financially 2023 was once again a significantly challenging year. The ongoing impact of the cost-of-living crisis and high inflation have continued to be felt throughout the Organisation.

Fundraising income has seen some growth in 2023, mainly influenced by the receipt of two legacies. We continue to fundraise through the Centre and our website. During 2023 we have made a start on developing our relational and grant fundraising. In October we welcomed the addition of our Fundraising and Marketing Manager.

The investment in our facilities over the past five years has resulted in steady income growth. However, the cost of capital investment through annual depreciation costs adds pressure to our financial performance.

We aim to make financial decisions with pragmatism, investing and spending where needed and saving when possible. Our 2023 financial performance has been impacted by high depreciation, increasing salary costs and rising supplier costs, resulting in ending the year in a deficit position. The year has been financially challenging; however, our overall organisational financial position remains firm with significant reserves and a strong balance sheet.

Summary

2023 has been a year in which Ferring Country Centre has navigated significant change. During the first quarter, two members of the Senior Leadership Team (Jason Coomber - Head of Facilities and Simon Livesley - Head of Operations) moved on to new pastures. This presented the Organisation with the opportunity to review its structure, ensuring that it was fit for the future. The outcome of this review was change, within both the Senior Leadership and wider Leadership Team, along with improvements to the Support Team structure.

Our Senior Leadership Team reduced from five to four roles. The roles of Head of Operations, Head of Facilities and Head of Commercial were all deleted, and replaced by two new roles, Head of Support and Chief Operating Officer. The Head of Support leads on all matters relating to the support we offer to people with learning disabilities, including our Day Service. Our Chief Operating Officer takes responsibility for all aspects of Health and Safety compliance, along with our enterprise activities. Our wider Leadership Team increased by two roles, firstly, the introduction of a Visitor Centre Manager, taking responsibility for the Gift Shop, Café and visitor experience, and secondly, the introduction of a Fundraising and Marketing Manager.

The changes within our Support Team (previously called Operations) included the introduction of Team Leaders, who remain in place delivering support to our DSC's, and offer first line leadership on the ground to the whole team. Additionally, they have taken line management responsibility for allocated team members, allowing for smaller and consistent teams. We were delighted to welcome David Payne into the role of Head of Support in July.

Our focus remains on developing the services we offer and our site, making sure that we are reaching all those who need our help, whilst ensuring that our site remains suitable and relevant to those we support.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

REPORT OF THE TRUSTEES

For the foreseeable future, external pressures will continue to impact our organisation. We acknowledge that we must not let these distract us from our primary purpose of supporting people with learning disabilities. This is done through the services we provide, in an environment in which everyone matters, is valued and enabled to achieve their personal goals.

We are privileged to benefit from a team of skilled, experienced and committed volunteers, working throughout the Centre giving their valuable time freely. We have a deep gratitude to them all for their contribution and the knowledge and value they bring to Ferring Country Centre. During 2023 we had 93 volunteers.

As 2023 concluded we were actively working with 123 people with learning disabilities, all of whom were accessing our wide range of fulfilling activities both on and away from our site. The range of activities on offer has continued to grow both within the Day Service and through our developing out of hours offer. We remained dedicated to maintaining a high-quality service delivered through a person-centered approach. In order to support our important work, we continue to grow and develop our income-generating activities. All of this is achieved through our conscientious and diligent team, both volunteers and employees, led by our skilled and dedicated Leadership Team very ably headed up by our excellent CEO, Hannah Tombs.

As an organisation, we believe wholly that with every challenge an opportunity arrives. Our energy is always directed on the positive, supported by our ambition and drive for continuous improvement throughout our organisation, with a core focus on high quality service for the people we support, empowering them to live a fulfilling life.

FINANCIAL REVIEW

Ferring Country Centre ended the 2023 financial year with a deficit of £117.7k (2022 Deficit £74.5k), -5.6% of total income (2022 -3.9%). The financial performance of the organisation continued to be impacted by increased salaries and general costs rising.

2023 has seen a reduction in capital expenditure, spending £73.6k (2022 £164.7k). We invest in maintaining our equipment on an ongoing basis, however during 2023 there have been minimal site improvements. Key areas of capital expenditure included the replacement of air-conditioning units for offices, upgraded gates to improve site security, staff room refurbishment, continuation of the electrical upgrade, and routine upgrade of obsolete IT equipment.

2023 was again a financially challenging year for the Organisation. Whilst we ended the year in a deficit position, our overall financial position remains strong. We hold sufficient reserves should we need them and our cashflow has remained stable throughout the year. We understand the need to strengthen our financial performance, ensuring we do not become reliant on reserves, and return to a break even or surplus position as soon as possible.

Income in 2023 saw an increase against 2022 of £185k (9.7%). Revenue increased in 2023 in the Riding School, Garden Centre and Ranger's Café, but decreased for Dales Farm. Our contractual income from West Sussex County Council decreased following a reduction in placements, an annual reduction of £60k which impacted the second half of the year.

We identify two key areas of risk, these being:

1. One contract is approximately 50% (of our total income: our Day Service Contract with West Sussex County Council. (End date of 30th June 2024).
2. Ongoing rising costs and high inflation, including higher employment costs.

We are unable to fully mitigate the first risk due to requirement for a competitive tender process. We were expecting this at the beginning of 2024, in the event, tenders were submitted in March 2024 and the outcome is awaited. We have taken steps to ensure that we are well positioned to produce a competitive bid in due course. In the meantime, we continue to work closely with West Sussex County Council, understanding their aspirations for our type of service and ensuring this is considered within our planning process.

The second risk needs to be constantly monitored, being responsive to higher costs by regularly reviewing our pricing structure and continuing to be prudent in our spending.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

REPORT OF THE TRUSTEES

The Charity's reserves, as shown in notes 17 and 18 of the financial statements amounted to £978.4k (2022 £962.4k), an increase of £16k. The Trustees consider the Charity's available cash resources, for operational purposes, have decreased by 0.9%, or £8.9k, and are shown in the table below.

	2023 £	2022 £
Investments and surplus cash	1,060,282	1,080,810
Less: Restricted funds	29,596	41,238
Less: Designated funds	-	-
	<u>1,030,686</u>	<u>1,039,572</u>

The Trustees have a cautious investment strategy with little or no risk and the income generated from these resulting investments amounted to £23.5k, a 312.3% increase (2022 £5.7k). This is due to improved interest rates during 2023.

The Trustees review the Reserves Policy annually and have agreed that the Charity holds reserves equivalent to 6 months' operating expenditure (expected to be £1,151k in 2024) to ensure the on-going delivery of its charitable objectives. To meet this, we need to increase reserves by £120k.

2023 produced donation income of £55k (2022 £43k) an increase of 28%, split between Unrestricted £32k (2022 £24k) and Restricted £23k (2022 £19k).

Donations, Supporters and Corporate Social Responsibility

Our sincere thanks go to all of those who give generously and support our organisation. You make it possible for us to achieve our objectives, invest in our services and support those at the very core of our service, that being any person with a learning disability.

In 2023 we received donations from:

Individual Donors

Tracy Keegan, Tom Burstow, John and Eve Dean, Mrs Wilson, K.Sukai, K.Carpenter, Hilz Pollard, Simon Groves, Vicky Woodard, Jennifer Royal, Peter Clark, Gaynor Crayden, V Wood, H Linfield and Rodney Hart.

Trust, Foundations and Companies

The David Hunt Trust, Ernest Kleinwort Charitable Trust, GWCA Solicitors, Broadwater Conservative Working Men's Club, Tendercare Ltd, Men in Sheds, NFU Mutual, Asda Ferring, West Sussex Horticultural Club, PMW Communications, Chiltern Charitable Trust, East Preston Festival, Drones Golfing Society, West Sussex Growers Association, Sussex Masons, Stanford Lodge, The Neighbourly and Breathe HR.

Legacies

We received two legacies during 2023 totalling £24k.

Supporters & Corporate Social Responsibility

During 2023 we were pleased to offer volunteer days to the following organisations and companies:

- Equiniti – 3 days
- American Express – 2 days
- Revenue and Benefits Adur Council – 3 days
- The Fry Group – 2 days
- NatWest – 1 day
- Aviva – 3 days
- Rampion 2 Offshore Wind Farm – 1 day
- Canada Life 1 day

We have maintained our relationships with the following supporters: Co-op Ferring, Three Forts Marathon, Humber Avenue Committee, Richard Bush, Rassasy, GWCA Solicitors, Milton Lloyd Trust, Ferring Baptist Church, St Andrew's Church Ferring and Ferring Parish Council.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

REPORT OF THE TRUSTEES

PLANS FOR FUTURE PERIODS

2024 and beyond

Change has become a certainty both within Ferring Country Centre and the outside world. This is likely to continue for the foreseeable future.

The greatest element of change we will experience in 2024 should be the award and implementation of the new West Sussex County Council contract for supporting those with learning disabilities. The process commenced during January 2024, with the outcome announcement expected by the end of April. This outcome will significantly influence the next stage of the story for Ferring Country Centre. The tender process has required us to work with partners in our locality to build a service offer. These relationships have been fledged during the bid writing process and we are excited to develop these further in due course.

We will continue to develop the services we offer to the people we support and look forward to progressing a wider range of out of hours activities during the year, focusing on the wants and wishes captured through our continuous improvement cycle.

Strengthening our financial performance will continue to be an area of key focus for both the short and long term. We must ensure that we remain competitive as an employer, ensuring that our salaries and benefits assist us in attracting high calibre candidates. Salary rates have increased at a higher rate than our income in recent years, which continues to place pressure on our finances. We will remain prudent in our spending to help minimise the impact of rising costs on our organisation, but this must not be to the detriment of our service or site.

We aspire to progress the addition of our purpose-built Fitness, Dance and Drama Studio by the end of 2024. This facility will be an excellent addition for the Centre, providing an accessible and suitable space for a range of therapeutic and wellbeing activities.

Solar panels are also under consideration to reduce energy costs and environmental impact, whilst increasing our sustainability.

2024 is the fifth and final year of our current five-year Strategic Plan. With momentous change on the horizon, there could not be a better time for us to review our offer and shape our plans for the future. Strategic planning will be a priority during the early autumn months, enabling a new plan to influence the financial planning for 2025.

We will continue to work hard to enable and empower the people we support to live the life they want. We will achieve this by ensuring that everyone who accesses our services is given the opportunity to have a voice to influence our direction and give guidance on the services they would like to receive and how they would like to be supported to achieve their personal goals and aspirations.

Amongst the current uncertainty, we are optimistic about our future. We are privileged to support and work alongside an inspirational group of people. We will embrace the determination we see demonstrated each day by them and use it to motivate us all, individually and as an organisation, to continue our journey towards delivering our mission.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Ferring Country Centre Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

REPORT OF THE TRUSTEES

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

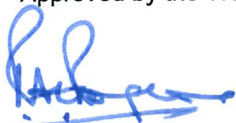
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

APPOINTMENT OF AUDITORS

Blue Spire Limited, have expressed their willingness to stand for reappointment and a resolution proposing their reappointment will be put forward at the Annual General Meeting of the charity.

This report has been prepared having taken advantage of the small companies' exemption in the Companies Act 2006.

Approved by the Trustees and signed on their behalf.



Robert A G Rogers
Trustee – Chairman

6 June 2024
Date

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

INDEPENDENT AUDITOR'S REPORT

Independent Auditor's Report to the Members of Ferring Country Centre Limited

Opinion

We have audited the financial statements of Ferring Country Centre Limited (the 'charitable company') for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at [date], and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the report of the trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the report of the trustees, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

REPORT OF THE TRUSTEES

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to [prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the Charity and the sector in which it operates, we identified the principal laws and regulations that directly affect the financial statements to be the Charities Act, Companies Act, and Employment Act. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

In addition, the Charity is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. There is a limitation to areas most likely to have such an effect. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence if any.

Audit procedures performed by the engagement team included:

- Enquiry of management, those charged with governance around actual and potential litigation and claims;
- Enquiry of entity staff to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

REPORT OF THE TRUSTEES

- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for> This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Geoffrey Frost BSc(Hons) FCA (Senior Statutory Auditor)
For and on behalf of Blue Spire Limited, Statutory Auditor

Cawley Priory
South Pallant
Chichester
West Sussex
PO19 1SY

Date 6 June 2024

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

	Note	Unrestricted Funds General £	Designated £	Restricted Funds £	2023 Total Funds £	2022 Total Funds £
INCOME AND ENDOWMENTS FROM:						
Donations and legacies	1	56,392	-	30,689	87,081	42,585
Other trading activities	2	13,029	-	-	13,029	12,543
Investments	3	23,536	-	-	23,536	5,708
Charitable activities	4	1,945,397	-	-	1,945,397	1,825,403
Other	5	20,974	-	-	20,974	18,764
Total		<u>2,059,328</u>	<u>-</u>	<u>30,689</u>	<u>2,090,017</u>	<u>1,905,003</u>
EXPENDITURE ON:						
Raising funds	6	672	-	-	672	1,017
Charitable activities	7	2,166,537	-	40,555	2,207,092	1,978,446
Total		<u>2,167,209</u>	<u>-</u>	<u>40,555</u>	<u>2,207,764</u>	<u>1,979,463</u>
Net Income/(expenditure)		(107,881)	-	(9,866)	(117,747)	(74,460)
Transfers between funds	17, 18	123,874	(122,098)	(1,776)	-	-
Net movement in funds		15,993	(122,098)	(11,642)	(117,747)	(74,460)
RECONCILIATION OF FUNDS						
Total funds brought forward	17	962,400	2,389,213	41,238	3,392,851	3,467,311
Total funds carried forward	17	<u>978,393</u>	<u>2,267,115</u>	<u>29,596</u>	<u>3,275,104</u>	<u>3,392,851</u>

None of the charity's other activities were acquired or discontinued during the above two financial years.

The charity has no recognised gains or losses other than those dealt with in the statement of financial activities.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

BALANCE SHEET AS AT 31 DECEMBER 2023

		2023		2022	
	Note	£	£	£	£
FIXED ASSETS					
Tangible assets	12		2,267,115		2,389,213
CURRENT ASSETS					
Stock of goods for resale		13,722		14,813	
Debtors	13	62,305		68,549	
Cash at hand and in bank		<u>1,060,282</u>		<u>1,080,810</u>	
Total current assets		<u>1,136,309</u>		<u>1,164,172</u>	
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	14	<u>128,320</u>		<u>160,534</u>	
Net current assets/(liabilities)			1,007,989		1,003,638
Net assets/(liabilities)			<u>3,275,104</u>		<u>3,392,851</u>
THE FUNDS OF THE CHARITY					
Restricted funds	17		29,596		41,238
Unrestricted funds					
Fixed Asset reserve	17	2,267,115		2,389,213	
Designated funds	17	-		-	
General funds	17	<u>978,393</u>		<u>962,400</u>	
Total unrestricted funds			3,245,508		3,351,613
Total charity funds	17		<u>3,275,104</u>		<u>3,392,851</u>

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The notes on pages 21 to 30 form part of these accounts.

Approved by the trustees 6 June 2024 and signed on their behalf.

Robert A G Rogers
Trustee – Chairman

Ferring Country Centre Limited
Registered charity no.: 297286
Registered company no.: 2086358

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

STATEMENT OF CASH FLOWS

	2023		2022	
	£	£	£	£
Net cash flow from operating activities (see below)		20,320		104,358
Cash flow from investing activities				
Payments to acquire tangible fixed assets	(73,551)		(164,657)	
Proceeds on disposal of tangible fixed assets	9,167		2,347	
Interest received	23,536		5,708	
Net cash flow from investing activities		(40,848)		(156,602)
Net increase/(decrease) in cash and cash equivalents		(20,528)		(52,244)
Cash and cash equivalents at 1 January 2023		1,080,810		1,133,054
Cash and cash equivalents at 31 December 2023		<u>1,060,282</u>		<u>1,080,810</u>
Cash and cash equivalents consist of:				
Cash at bank and in hand		1,060,282		1,080,810
Cash and cash equivalents at 31 December 2023		<u>1,060,282</u>		<u>1,080,810</u>
Reconciliation of net income to net cash flow from operating activities				
	£	£	£	£
Net income for the year		(117,747)		(74,460)
Adjusted for:				
Interest receivable	(23,536)		(5,708)	
Depreciation and impairment of tangible fixed assets	194,158		182,982	
Loss/(profit) on disposal of tangible fixed assets	(7,676)		(2,010)	
Decrease/(increase) in stock	1,091		(690)	
Decrease/(increase) in debtors	6,244		(7,726)	
Increase/(decrease) in creditors	(32,214)		11,970	
		138,067		178,818
		<u>20,320</u>		<u>104,358</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

ACCOUNTING POLICIES

General information, scope and basis of the financial statements

Ferring Country Centre Limited is a private company, limited by guarantee, incorporated in England with the company number 02086358. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office and principal place of business is Rife Way, Ferring, Worthing, West Sussex, BN12 5JZ and its operations are outlined in the trustees' report.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

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.

Incoming Resources Policy Notes

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.

For donations to be recognised the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Income from government and other grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Investment income is earned through holding assets such as cash deposits and includes interest received. Interest income is recognised using the effective interest method, where material.

Resources Expended Policy Notes

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the 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.

Staff costs, support costs and governance costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. Staff costs have been allocated between costs of raising funds, charitable activities and governance costs on the basis of time spent by staff. Support costs cannot be directly attributed to particular headings and have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources. Support costs have been allocated to charitable activities on the best estimate of the use of those resources.

Governance costs are costs associated with the general running of the charity as opposed to the day to day activities. Governance costs have been allocated to cost of charitable activities on the basis they form part of carrying out those activities.

Allocation of support costs and governance costs

Support costs and governance costs are allocated to the different activities within expenditure on charitable activities on the basis of the number of clients involved in each activity.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

ACCOUNTING POLICIES

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.

Pension costs

The charity operates defined contribution pension schemes. Contributions to the scheme are charged to the statement of financial activities on a payable basis.

Leases

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

VAT

The Charity is registered for VAT and operates on a partial exemption basis. Costs are recorded inclusive of VAT within the SOFA where they relate to exempt supplies with other irrecoverable amounts expensed as they arise.

Taxation

The charity is considered to pass the tests set out in sections 466 to 493 Corporation Tax Act 2010 (CTA 2010), as such no income tax is payable on the charity's activities.

Fixed Assets Policy Notes

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

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:

Assets in the course of construction	- nil.
Freehold buildings	- 3.33%-5% per annum on cost.
Freehold land	- nil.
Plant & machinery	- 25% per annum on cost.
Fixtures, fittings & equipment	- 25% per annum on cost.
Motor vehicles	- 25% per annum on reducing balance basis.

Stock

Stocks of plants, associated materials and gift shop items for resale are shown in the balance sheet at the lower of cost and net realisable value.

Quantities of resources such as seeds, compost, animal feed, animal medicines and office stationery are purchased when required. Any balance of such items on hand at the accounting date are negligible and have not been valued or shown as stock.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

ACCOUNTING POLICIES

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Funds Structure Policy Notes

Restricted funds

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the note 17 of these financial statements.

Unrestricted funds

Unrestricted funds 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.

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.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

NOTES TO THE FINANCIAL STATEMENTS

1. Donations and legacies

	Unrestricted Funds		Restricted Funds	2023 Total Funds
	General £	Designated £	£	£
Donations	32,392	-	22,689	55,081
Legacies	24,000	-	-	24,000
Grants	-	-	8,000	8,000
	<u>56,392</u>	<u>-</u>	<u>30,689</u>	<u>87,081</u>

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Donations	23,814	-	18,771	42,585
Legacies	-	-	-	-
Grants	-	-	-	-
	<u>23,814</u>	<u>-</u>	<u>18,771</u>	<u>42,585</u>

2. Other trading activities

	Unrestricted Funds		Restricted Funds	2023 Total Funds
	General £	Designated £	£	£
Fundraising event income	1,914	-	-	1,914
Other fundraising income	11,115	-	-	11,115
	<u>13,029</u>	<u>-</u>	<u>-</u>	<u>13,029</u>

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Fundraising event income	2,049	-	-	2,049
Other fundraising income	10,494	-	-	10,494
	<u>12,543</u>	<u>-</u>	<u>-</u>	<u>12,543</u>

3. Investments

	Unrestricted Funds		Restricted Funds	2023 Total Funds
	General £	Designated £	£	£
Bank interest	23,536	-	-	23,536
	<u>23,536</u>	<u>-</u>	<u>-</u>	<u>23,536</u>

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Bank interest	5,708	-	-	5,708
	<u>5,708</u>	<u>-</u>	<u>-</u>	<u>5,708</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

NOTES TO THE FINANCIAL STATEMENTS

4. Income from charitable activities

	Unrestricted Funds		Restricted Funds	2023 Total Funds
	General £	Designated £	£	£
Services to beneficiaries	1,122,088	-	-	1,122,088
Riding school and Riding Therapy Unit	211,960	-	-	211,960
Horticulture	85,429	-	-	85,429
Catering Services	377,515	-	-	377,515
Small Animal Farm	113,264	-	-	113,264
Shop sales	35,141	-	-	35,141
	<u>1,945,397</u>	<u>-</u>	<u>-</u>	<u>1,945,397</u>

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Services to beneficiaries	1,074,310	-	-	1,074,310
Riding school and Riding Therapy Unit	182,194	-	-	182,194
Horticulture	77,008	-	-	77,008
Catering Services	341,115	-	-	341,115
Small Animal Farm	118,810	-	-	118,810
Shop sales	31,966	-	-	31,966
	<u>1,825,403</u>	<u>-</u>	<u>-</u>	<u>1,825,403</u>

5. Other incoming resources

	Unrestricted Funds		Restricted Funds	2023 Total Funds
	General £	Designated £	£	£
Friends of Ferring Country Centre	30	-	-	30
Other miscellaneous income	-	-	-	-
Insurance claims	13,269	-	-	13,269
Profit on disposal of assets	7,675	-	-	7,675
Government COVID-19 support	-	-	-	-
	<u>20,974</u>	<u>-</u>	<u>-</u>	<u>20,974</u>

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Friends of Ferring Country Centre	60	-	-	60
Other miscellaneous income	-	-	-	-
Insurance claims	7,910	-	-	7,910
Profit on disposal of assets	2,010	-	-	2,010
Government COVID-19 support	8,784	-	-	8,784
	<u>18,764</u>	<u>-</u>	<u>-</u>	<u>18,764</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

NOTES TO THE FINANCIAL STATEMENTS

6. Raising funds

	Unrestricted Funds		Restricted Funds	2023 Total Funds
	General £	Designated £	£	£
Fundraising costs	672	-	-	672
	<u>672</u>	<u>-</u>	<u>-</u>	<u>672</u>

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Fundraising costs	1,017	-	-	1,017
	<u>1,017</u>	<u>-</u>	<u>-</u>	<u>1,017</u>

7. Expenditure on charitable activities

	Unrestricted Funds		Restricted Funds	2023 Total Funds
	General £	Designated £	£	£
Direct costs	251,467	-	6,229	257,696
Personnel costs	456,784	-	-	456,784
Depreciation	60,375	-	-	60,375
Disposal of fixed assets	-	-	-	-
Support costs (see note 8)	1,397,911	-	34,326	1,432,237
	<u>2,166,537</u>	<u>-</u>	<u>40,555</u>	<u>2,207,092</u>

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Direct costs	244,935	-	3,759	248,694
Personnel costs	450,416	-	-	450,416
Depreciation	60,382	-	-	60,382
Disposal of fixed assets	-	-	-	-
Support costs (see note 8)	1,209,337	-	9,617	1,218,954
	<u>1,965,070</u>	<u>-</u>	<u>13,376</u>	<u>1,978,446</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

NOTES TO THE FINANCIAL STATEMENTS

8. Support costs

	Unrestricted Funds		Restricted Funds	2023 Total Funds
	General £	Designated £	£	£
Staffing costs	913,984	-	-	913,984
Premises costs	210,219	-	34,326	244,545
Governance and administrative costs	102,909	-	-	102,909
Depreciation	133,783	-	-	133,783
Client costs	21,762	-	-	21,762
Legal and professional fees	15,254	-	-	15,254
	<u>1,397,911</u>	<u>-</u>	<u>34,326</u>	<u>1,432,237</u>

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Staffing costs	783,573	-	-	783,573
Premises costs	181,812	-	2,608	184,420
Governance and administrative costs	87,847	-	5,608	93,455
Depreciation	122,599	-	-	122,599
Client costs	19,210	-	1,401	20,611
Legal and professional fees	14,296	-	-	14,296
	<u>1,209,337</u>	<u>-</u>	<u>9,617</u>	<u>1,218,954</u>

9. Auditors' remuneration

	Unrestricted Funds		Restricted Funds	2023 Total Funds
	General £	Designated £	£	£
Audit	5,250	-	-	5,250
Payroll services	1,800	-	-	1,800
	<u>7,050</u>	<u>-</u>	<u>-</u>	<u>7,050</u>

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Audit	5,250	-	-	5,250
Payroll services	1,800	-	-	1,800
	<u>7,050</u>	<u>-</u>	<u>-</u>	<u>7,050</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

NOTES TO THE FINANCIAL STATEMENTS

10. Wages and salary cost

	2023 Total Funds £	2022 Total Funds £
Gross wages	1,187,916	1,100,882
Employer's national insurance costs (net of employment allowance)	66,754	65,184
Pension costs	72,814	59,435
Redundancy / Termination payments - Full and final settlement	7,170	2,498
	<u>1,334,654</u>	<u>1,227,999</u>

Staff numbers:

	2023	2022
Average head count	<u>82</u>	<u>79</u>

Analysed by function:

RTU and riding school	6	6
Horticulture	3	3
Café, shop, farm and visitor centre	35	32
Day service and client development	29	29
Facilities	4	5
Management and administration	5	4
	<u>82</u>	<u>79</u>

Calculated on a full-time equivalent basis, analysed by function:

RTU and riding school	3	4
Horticulture	2	2
Café, shop, farm and visitor centre	12	13
Day service and client development	20	23
Facilities	4	3
Management and administration	7	4
	<u>48</u>	<u>49</u>

During the year under review one employee (2022: no employees) had emoluments (excluding employer pension costs) above £60,000 in the range £60,000 to £70,000.

The number of staff to whom retirement benefits are accruing under defined contribution schemes

	2023	2022
RTU and riding school	4	5
Fundraising	1	-
Horticulture	1	1
Café, shop, farm and visitor centre	14	13
Day service and client development	30	25
Facilities	4	3
Management and administration	5	5
	<u>59</u>	<u>52</u>

Defined contribution pension scheme

The charity operates a defined contribution pension scheme for its employees. Employer contributions to the scheme during the year under review amounted to £72,814 (2022: £59,435) with £6,868 (2022: £5,949) payable at the balance sheet date in respect of employer and employee contributions. Pension costs are allocated to charitable activities and support costs on the basis of the activities the employee is involved in.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

NOTES TO THE FINANCIAL STATEMENTS

11. Related party transactions

No trustee received any remuneration from employment or other benefits with the charity during the year under review nor the comparative year.

During the year under review 6 (2022: 5) members of the charity's staff, identified as key management personnel, received employee benefits totalling £196,578 (2022: £208,947) consisting of salary, termination payments and employer's pension contributions. The charity reimbursed expenses and met costs on behalf of key management personnel incurred during the fulfilment of their responsibilities in the year totalling £1,295 (2022: £1,599). In addition a leaving gift to the value of £50 was provided to one of the members of key management personnel. The charity's key management personnel are included in the group life assurance plan for employees.

No donations were received from the charity's trustees with or without conditions attached. In the comparative year donations totalling £180 were received with conditions attached.

During the year under review four children (2022: four children) of key management personnel were employed on a part time basis and received employee benefits totalling £4,082 (2022: £51,460) between them.

There were no other transactions with related parties that require disclosure in the financial statements.

12. Fixed assets

	Assets in the course of construction £	Land & Buildings £	Plant & Machinery £	Fixtures, Fittings & Equipment £	Motor Vehicles £	TOTAL £
<i>Cost</i>						
At 1 January 2023	3,413	3,315,346	311,289	272,626	47,785	3,950,459
Additions	-	13,199	8,993	51,359	-	73,551
Disposals	-	-	-	-	(15,000)	(15,000)
At 31 December 2023	<u>3,413</u>	<u>3,328,545</u>	<u>320,282</u>	<u>323,985</u>	<u>32,785</u>	<u>4,009,010</u>
<i>Depreciation</i>						
Accumulated at 1 January 2023	-	1,142,315	235,131	146,357	37,443	1,561,246
Charge for the year	-	102,685	31,567	57,435	2,471	194,158
On disposals	-	-	-	-	(13,509)	(13,509)
At 31 December 2023	<u>-</u>	<u>1,245,000</u>	<u>266,698</u>	<u>203,792</u>	<u>26,405</u>	<u>1,741,895</u>
Net book value at 31 December 2023	<u>3,413</u>	<u>2,083,545</u>	<u>53,584</u>	<u>120,193</u>	<u>6,380</u>	<u>2,267,115</u>
Net book value at 31 December 2022	<u>3,413</u>	<u>2,173,031</u>	<u>76,158</u>	<u>126,269</u>	<u>10,342</u>	<u>2,389,213</u>

13. Debtors

	Unrestricted Funds		Restricted Funds	2023 Total Funds	2022 Total Funds
	General £	Designated £	£	£	£
<i>Within one year</i>					
Trade debtors	664	-	-	664	10,394
Prepayments and accrued income	61,641	-	-	61,641	51,488
Other debtors	-	-	-	-	6,667
	<u>62,305</u>	<u>-</u>	<u>-</u>	<u>62,305</u>	<u>68,549</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

NOTES TO THE FINANCIAL STATEMENTS

14. Creditors

	Unrestricted Funds		Restricted Funds	2023 Total Funds	2022 Total Funds
	General £	Designated £	£	£	£
Trade creditors	22,494	-	-	22,494	31,028
Other taxes and social security costs	22,715	-	-	22,715	19,929
VAT Payable	62,085	-	-	62,085	62,846
Accruals and deferred income	21,026	-	-	21,026	46,731
	<u>128,320</u>	<u>-</u>	<u>-</u>	<u>128,320</u>	<u>160,534</u>

15. Commitments under operating leases

	2023 Total Funds £	2022 Total Funds £
At 31 December the charity had total minimum lease payments under operating leases in respect of vehicles which expire as follows:		
In less than one year	2,805	3,059
Later than one year and not later than two years	-	-
	<u>2,805</u>	<u>3,059</u>

Total lease payments in relation to vehicles recognised as an expense in the year were £6,985

	2023 Total Funds £	2022 Total Funds £
At 31 December the charity had total minimum lease payments under operating leases in respect of office equipment which expire as follows:		
In less than one year	7,512	3,244
Later than one year and not later than two years	7,083	3,244
Later than two years and not later than five years	17,388	2,433
	<u>31,983</u>	<u>8,921</u>

Total lease payments in relation to office equipment recognised as an expense in the year were £2,862.

16. Analysis of net assets between funds

	Unrestricted Funds			Restricted Funds	2023 Total Funds
	General £	Fixed Asset £	Designated £	£	£
Tangible assets	-	2,267,115	-	-	2,267,115
Current assets	1,106,713	-	-	29,596	1,136,309
Current liabilities	(128,320)	-	-	-	(128,320)
	<u>978,393</u>	<u>2,267,115</u>	<u>-</u>	<u>29,596</u>	<u>3,275,104</u>

	Unrestricted Funds			Restricted Funds	2022 Total Funds
	General £	Fixed Asset £	Designated £	£	£
Net current assets/(liabilities)	-	2,389,213	-	-	2,389,213
Current assets	1,122,934	-	-	41,238	1,164,172
Current liabilities	(160,534)	-	-	-	(160,534)
	<u>962,400</u>	<u>2,389,213</u>	<u>-</u>	<u>41,238</u>	<u>3,392,851</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

NOTES TO THE FINANCIAL STATEMENTS

17. Analysis of net movement in funds

	Year ended 31 December 2023				
	Total funds brought forward £	Total incoming resources £	Total resources expended £	Transfers between funds £	Total funds carried forward £
<i>Restricted funds</i>					
Café	464	-	-	-	464
Catering	585	-	-	-	585
Client	3,349	9,929	(6,768)	(1,776)	4,734
Farm	12,078	4,493	(16,477)	-	94
Horti	5,200	85	(1,194)	-	4,091
RTU	8,901	916	(4,999)	-	4,818
Woodwork Shop	1,396	-	-	-	1,396
Dance and drama studio	-	6,000	-	-	6,000
Other restricted funds	9,265	9,266	(11,117)	-	7,414
	<u>41,238</u>	<u>30,689</u>	<u>(40,555)</u>	<u>(1,776)</u>	<u>29,596</u>
<i>Unrestricted funds</i>					
Fixed Asset reserve	2,389,213	-	-	(122,098)	2,267,115
	<u>2,389,213</u>	<u>-</u>	<u>-</u>	<u>(122,098)</u>	<u>2,267,115</u>
Designated funds - The charity's trustees have designated funds for the following purposes:					
COVID-19 client response	-	-	-	-	-
Total designated funds	-	-	-	-	-
General reserves	962,400	2,059,328	(2,167,209)	123,874	978,393
Total unrestricted funds	<u>3,351,613</u>	<u>2,059,328</u>	<u>(2,167,209)</u>	<u>1,776</u>	<u>3,245,508</u>
Total funds	<u>3,392,851</u>	<u>2,090,017</u>	<u>(2,207,764)</u>	<u>-</u>	<u>3,275,104</u>

	Year ended 31 December 2022				
	Total funds brought forward £	Total incoming resources £	Total resources expended £	Transfers between funds £	Total funds carried forward £
<i>Restricted funds</i>					
Café	644	-	-	(180)	464
Catering	585	-	-	-	585
Client	2,621	6,561	(1,401)	(4,432)	3,349
Farm	4,591	7,600	(113)	-	12,078
Horti	5,000	200	-	-	5,200
RTU	11,417	1,185	(3,702)	-	8,900
Woodwork Shop	1,535	-	(138)	-	1,397
Other restricted funds	13,882	3,225	(8,022)	180	9,265
	<u>40,275</u>	<u>18,771</u>	<u>(13,376)</u>	<u>(4,432)</u>	<u>41,238</u>
<i>Unrestricted funds</i>					
Fixed Asset reserve	2,407,875	-	-	(18,662)	2,389,213
	<u>2,407,875</u>	<u>-</u>	<u>-</u>	<u>(18,662)</u>	<u>2,389,213</u>
Designated funds - The charity's trustees have designated funds for the following purposes:					
COVID-19 client response	100,000	-	-	(100,000)	-
Total designated funds	100,000	-	-	(100,000)	-
General reserves	919,161	1,886,232	(1,966,087)	123,094	962,400
Total unrestricted funds	<u>3,427,036</u>	<u>1,886,232</u>	<u>(1,966,087)</u>	<u>4,432</u>	<u>3,351,613</u>
Total funds	<u>3,467,311</u>	<u>1,905,003</u>	<u>(1,979,463)</u>	<u>-</u>	<u>3,392,851</u>

Description of funds

Café	Funds received to support the charity's Café which is open to the General Public as well as providing training and skills for our Day service customers.
Catering	Funds received to support the charity's Catering department provide the equipment that enables our Day Service Customers to learn and develop catering skills.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

NOTES TO THE FINANCIAL STATEMENTS

Description of funds (continued)

Client	Funds received to support the charity's Day Service Customers and enables them to learn and develop skills that they can use in everyday life.
Farm	Funds received to support the charity's Dales Farm; allowing us to enhance the facilities to provide training and opportunities to our Day Service Customers.
Horti	Funds received to support the charity's Horticultural department by providing the tooling and other provisions to enable our Day Service Customers to learn and develop skills.
RTU	Funds received to support the charity's Riding Therapy Unit to allow us to support our Day Service Customers and the Riders who attend the Centre to ride the horses as a beneficial therapy.
Woodwork Shop	Funds received to support the charity's Woodwork shop allowing us to build, purchase tools and supplies to enable our Day Service Customers in learning woodwork skills.
Dance and drama studio	Funds received to support the charity's Dance and drama studio plans to provide our Day Service Customers with increased access and wider experiences.
Other restricted funds	Other funds received to support the charity in other restricted projects.
Fixed asset reserve	Representing the balance of fixed assets held by the charity.
COVID-19 client response	Funds have been designated by the trustees from reserves to improve and develop contact and resources for the Centre's clients who have lost access during the COVID-19 pandemic.

18. Transfers between funds

		Unrestricted Funds			Restricted Funds
From	To	General £	Fixed Asset £	Designated £	Funds £
<i>Transfer 1</i>					
Client	Fixed Asset reserve	-	1,776	-	(1,776)
General reserves	Fixed Asset reserve	123,874	(123,874)	-	-
		<u>123,874</u>	<u>(122,098)</u>	<u>-</u>	<u>(1,776)</u>
Transfer from restricted funds and designated funds on acquisition of fixed assets and completion of projects.					
<i>Transfer 2</i>					
COVID-19 client response	General reserves	-	-	-	-
		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Transfer from designated funds to unrestricted general funds as no longer required.					
		<u>123,874</u>	<u>(122,098)</u>	<u>-</u>	<u>(1,776)</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

NOTES TO THE FINANCIAL STATEMENTS

19. Financial instruments

The carrying amounts of the charity's financial instruments are as follows:

	2023 Total Funds £	2022 Total Funds £
<i>Financial assets</i>		
Debt instruments measured at amortised cost:		
Trade debtors	664	10,394
	<u>664</u>	<u>10,394</u>
<i>Financial liabilities</i>		
Measured at amortised cost:		
Trade creditors	22,494	31,028
	<u>22,494</u>	<u>31,028</u>

20. Comparative statement of financial activities

	Note	Unrestricted Funds General £	Designated £	Restricted Funds £	2022 Total Funds £
INCOME AND ENDOWMENTS FROM:					
Donations and legacies	1	23,814	-	18,771	42,585
Other trading activities	2	12,543	-	-	12,543
Investments	3	5,708	-	-	5,708
Charitable activities	4	1,825,403	-	-	1,825,403
Other	5	18,764	-	-	18,764
Total		<u>1,886,232</u>	<u>-</u>	<u>18,771</u>	<u>1,905,003</u>
EXPENDITURE ON:					
Raising funds	6	1,017	-	-	1,017
Charitable activities	7	1,965,070	-	13,376	1,978,446
Total		<u>1,966,087</u>	<u>-</u>	<u>13,376</u>	<u>1,979,463</u>
Net Income/(expenditure)		(79,855)	-	5,395	(74,460)
Transfers between funds	17, 18	123,094	(118,662)	(4,432)	-
Net movement in funds		43,239	(118,662)	963	(74,460)
RECONCILIATION OF FUNDS					
Total funds brought forward	17	919,161	2,507,875	40,275	3,467,311
Total funds carried forward	17	<u>962,400</u>	<u>2,389,213</u>	<u>41,238</u>	<u>3,392,851</u>

Ferring Country Centre Limited

REPORT TO THE TRUSTEES

Audit for the year ended 31 December 2023

Ferring Country Centre Limited

Report to the trustees

Contents

Introduction and terms of reference



We set out the objectives of our audit, its scope and summarise our findings

Audit status and timetable to completion



We set out any matters required prior to completion of the audit and the timescale for these

Independence



We confirm our independence

Key accounting and audit matters



We discuss audit findings

Adjusted and unadjusted differences



We set out any adjustments made during the course of our audit and any differences which remain unadjusted

Current technical Developments



We set out the current accounting, regulatory and corporate governance developments that are relevant to the charity.

Ferring Country Centre Limited

Report to the trustees

Introduction and terms of reference

Introduction

- This report summarises the scope of our work and the key audit and accounting matters arising from our audit of the financial statements for the charity, including those matters identified at the planning stage.
- The report is prepared solely for the use of the management and trustees of Ferring Country Centre Limited and should not be shown to any other person without our express permission in writing. We do not accept responsibility for this report to any other person and we hereby disclaim any and all such liability.
- We have substantially completed our audit work in respect of the financial statements for the year ended 31 December 2023 and anticipate issuing an unqualified audit opinion.
- This report covers those matters we believe to be material in the context of our work.

Audit scope

The scope of our work, as agreed in our Engagement Letter, was to carry out an audit in accordance with International Standards on Auditing (UK and Ireland) of the charity's financial statements prepared under United Kingdom Generally Accepted Accounting Practice (UK GAAP), Companies Act and the requirements of the Charities SORP.

In addition it was to form an opinion on whether:

- The financial statements give a true and fair view of the state of the charity's affairs as at 31 December 2023 and of the surplus or deficit for the year then ended;
- The financial statements have been properly prepared in accordance with UK GAAP, Companies Act 2006 and the Charities SORP;
- The information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements and in accordance with applicable legal requirements.

We are also required to consider whether:

- Adequate accounting records have been kept by the charity, or returns adequate for our audit have not been received, or
- The financial statements are not in agreement with the accounting records and returns, or
- Certain disclosures of any trustees' remuneration specified by law are not made, or
- We have not received all the information and explanations we require for our audit, or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the directors' report and take advantage of the small companies exemption from the requirement to prepare a strategic report.

Ferring Country Centre Limited

Report to the trustees

Introduction and terms of reference

Key accounting and audit matters



- Brought Forward; Café operations and potential tax liability
- Will documentation for legacy income

Materiality and unadjusted differences



- Materiality is considered to be £31,000 for the financial statements as a whole;
- However, we are required to bring to your attention any audit adjustments that we have identified but which management are not proposing to adjust above the clearly trivial figure of £1,000.

Systems and controls



- As part of our audit procedures we have documented the processes and controls on, and performed walkthrough tests of, the key transaction streams that impact the financial statements.
- We should point out that, as the purpose of the audit is to form an opinion on the charity's financial statements, our examination cannot necessarily be expected to disclose all shortcomings in systems and controls.
- Significant issues which we wish to bring to your attention as a result of the work we have performed are set out on in the relevant section of this report.

Fraud and error



- We have considered the risk of material misstatement due to fraud and error.
- We have also made enquiries of management and trustees as to whether there has been any fraud or unadjusted error during the period under review. Management and trustees are not aware of any fraud or unadjusted error.

Ferring Country Centre Limited

Report to the trustees

Audit status and timetable to completion

Audit status



- We have substantially completed our audit work. This report details our main findings.
- The following key areas remain outstanding in respect of our audit:
 - Receipt of signed letter of representations.
 - Receipt of signed accounts.

Timetable to completion



- The charity's AGM is to be held on 6 June 2024 where the financial statements are to be approved and signed.



Ferring Country Centre Limited

Report to the trustees

Independence

Under Auditing and Ethical Standards, we are required as auditors to confirm our independence to “those charged with governance”. In our opinion, and to be confirmed by you, we consider that for these purposes it is appropriate to designate the trustees as those charged with governance.

Our internal procedures are designed to ensure that all partners and professional staff are aware of relationships that may be considered to bear on our objectivity and independence as auditors. The principal statements of policies are set out in our firm-wide guidance. In addition, we have embedded the requirements of the standards in our methodologies, tools and internal training programmes.

The procedures require that audit engagement partners are made aware of any matters which may reasonably be thought to bear on the firm’s independence and the objectivity of the audit engagement partner and the audit staff. This document considers such matters in the context of our audit for the year ended 31 December 2023.

In addition to our audit work we have provided statutory accounts preparation services to the charity. This presents a potential threat to our independence as auditors as, in part, our audit work will be assessing the output of our accounts preparation services. Blue Spire Limited also carry out the provision of payroll services for the entity. Similarly, to statutory accounts preparation this presents a potential independence threat. The payroll service is provided by individuals outside of the audit team and all judgements and decisions are taken by management.

Audit regulations recognise that, with smaller organisations such as your charity, a combination of services is often in the client’s best interests and so long as safeguards are in place no significant threat to audit independence arises. One of these safeguards is the existence of informed management who have been identified by the trustees as Hannah Tombs, John Ashby in addition to Linda Clark. We have discussed those safeguards with management and the chair of trustees and they have agreed that they are sufficient to mitigate any material threat to audit independence arising from the preparation, by us, of the statutory accounts for the charity.

We confirm that the firm complies with the FRC Ethical Standards and, in our professional judgment, is independent and objective within the meaning of those standards

Ferring Country Centre Limited

Report to the trustees

Key accounting and audit matters

Key audit areas	Description	Auditor response, any recommendations and our conclusion
Café operations and potential tax liability	During the last 2 financial audits we raised a concern around the charity's exposure to corporate tax through its café and assorted other trading activities and provided a backdrop to trading by charities and how a tax charge could be avoided. We discussed this area in detail with management and a representative of those charged with governance with a focus on how the charity should respond to this risk which included: • Greater analysis of the relevant income and costs; and • Expansion on the use of the charity's day service customers (beneficiaries) in the operation of these activities where possible.	As part of the audit for the year under review we made an assessment of this analysis and were able to satisfy ourselves over the risk of a tax charge of does not exist. We recommend the monitoring and review of this area is continued to ensure a tax charge does not arise and provide the opportunity to respond as necessary should it be anticipated one may.
Will documentation for legacy income	During the audit it became apparent that will documentation was not requested upon receipt of legacy income. We are, however, content that any further income due on the legacies received in the year (if any) is not likely to be material.	We recommend that a copy of the will documentation is requested from the will Executor upon notification of legacy payment, to ensure the legacy coming in is accurate and to gain an understanding whether any residual balance is due to the entity in the future.



Ferring Country Centre Limited

Report to the trustees

Adjusted differences

	Statement of financial activities		Balance sheet	
	Expense	Income	Asset	Liability
	£	£	£	£
None				

Please note we have not included adjustments provided by management or those which were agreed and made as part of the accounts preparation

Ferring Country Centre Limited
Report to the trustees

Unadjusted differences – in excess of the clearly trivial figure

	Statement of financial activities		Balance sheet	
	Expense	Income	Asset	Liability
	£	£	£	£
None				

Ferring Country Centre Limited

Report to the trustees

Current developments

Title	Summary	Impact on the charity
Updated guidance from the Charity Commission	<u><i>Charity campaigning and political activity</i></u> The Charity Commission published guidance during May 2024 in respect of campaigning and political activity and how these are regulated now an election has been called. <u><i>Protecting charities from abuse for extremist purposes guidance and toolkit</i></u> The Charity Commission updated their guidance and toolkit to avoid exposure to those who encourage terrorism. <u><i>Environmental responsibility for charities</i></u> Updated guidance issued by the Charity Commission on how charities can improve their impact on the environment and be energy efficient including considerations where the charity's objects have no mention of the environment. <u><i>Work with other charities</i></u> The Charity Commission updated its guidance on identifying partners, drawing up agreements and fundraising collaboratively.	No specific impact, however useful information.
Charities Act 2022	Guidance and reminders are available on the Charity Commission website setting out the phased introductions of new rules and powers. <i>Changes from 7 March 2024</i> • Making changes to governing documents • Further provisions around selling leasing or disposing of land • Charity mergers and recognition of gifts	Points of note generally with limited impact on Ferring Country Centre Limited and its ongoing activities.

FERRING COUNTRY CENTRE LIMITED

England & Wales - Charity number 297286

Accounts

Ferring Country Centre Limited

Limited by Guarantee

Trustees Report and Financial Statements

for the year ended 31st December 2022

Registered Charity Number 297286
Registered Company Number 2086358



FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

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FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

CHARITY INFORMATION

Patron

The Duchess of Norfolk

Trustees

Robert Rogers	(Chairman)
Linda Clark	(Treasurer)
Ann Boughton-Leigh	
Jane Cole	
Anne Cook	
Peter Liverman	
Debbie Medlock	

Registered and Principal Office

Rife Way
Ferring
Worthing
West Sussex
BN12 5JZ

Registered Charity Number

297286

Registered Company Number

2086358

Key Management Personnel

Chief Executive Officer	Hannah Tombs
Head of Operations	Simon Livesley (Resigned 3 rd March 2023)
Head of Facilities	Jason Coomber (Resigned 17 th March 2023)
Head of Finance	Nicola King
Head of Commercial	Samantha Kirk

Independent Auditors

Blue Spire Limited
Cawley Priory
South Pallant
Chichester
West Sussex
PO19 1SY

Bankers

National Westminster Bank Plc
South Street
Worthing
West Sussex
BN11 3AR

Solicitors

Miller Parris
3-9 Cricketers Parade
Broadwater Street West
Worthing
West Sussex
BN14 8JB

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

REPORT OF THE TRUSTEES

The Trustees have pleasure in presenting their annual report for the purposes of the Charities Act 2022 the Companies Act 2006, together with the accounts 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" (FRS 102), effective 1 January 2019, in preparing the annual report and financial statements of the charity.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Ferring Country Centre is a charitable company limited by guarantee, incorporated on 31 December 1986, and registered as a charity on 29 July 1987. It is governed by the Memorandum and Articles of Association of the charitable company and is controlled by a Board of Trustees whose members are elected at the Annual General Meeting and are directors for the purposes of company law and trustees for the purposes of charity law.

Trustees

Ferring Country Centre has a Board of Trustees, who all bring their own knowledge, skills, and passion to benefit the Charity. The Board elects its Chair on an annual basis. During 2022 there were no changes to the Board of Trustees, ending the year as we started with seven Trustees.

Trustees are recruited as and when a need is identified, with an emphasis on ensuring an appropriate skill set amongst the membership. The recruitment process requires potential trustees to submit their Curriculum Vitae to the Chairman of the Board. A selection process consisting of an informal visit and interview is undertaken and appointment to the Board is confirmed by the existing members and ratified at the following AGM. All new Trustees undertake a full induction programme ensuring that they are aware of their legal obligations under charity and company law. They receive copies of Ferring Country Centre's Memorandum and Articles of Association and the Charity Commission Booklet "CC3 The Essential Trustee". In line with the organisational Conflict of Interest policy, all Trustees are required to complete the Conflict of Interest, Related Party Transaction and Annual Declaration form for each year that they are in office.

The Board of Trustees normally meet four times per annum, these meetings run in line with the financial quarters. Board meetings follow an agreed agenda with various standing matters, including full reporting of management accounts, risk, health & safety, review of existing policies and adoption of new policies. Sub-groups of the Board and additional meetings are set up as and when necessary. The Trustees held an additional meeting during the year in December to discuss one specific matter, this being a formal complaint for which we commissioned an independent investigation. The purpose of the meeting was to review the report and formalise a response from the Board to the complainant.

During 2022 we continued to meet using a hybrid meeting format, with those able to attend in person doing so and those not able to do so joining virtually using a Microsoft 365 Teams link. Our AGM was held in person in June 2022.

In accordance with the Articles of Association, one-third of the Trustees retire at the Annual General Meeting but are eligible for re-election. Our current Articles of Association were adopted at the 2019 AGM.

Decision making is undertaken by the Trustees at board meetings following briefings and discussions. The Board appoints a team of professional managers; day-to-day management of the Charity is delegated to the Chief Executive Officer and then through the post holder to the management team.

Remuneration of Key Personnel

The Board of Trustees annually reviews the Chief Executive Officer's salary. The CEO, Chairman and Treasurer review all other salary rates and present their recommendations for the annual pay review to the Board for approval and subsequent implementation.

Our staffing team is our greatest asset in the delivery of our work. We have maintained our Living Wage Foundation Employer status during 2022, ensuring that we pay a fair living wage to our team above the rate set by the Government.

During 2022, a review of staff remuneration packages in the market was undertaken and, in order to reward our staff appropriately and in line with other employers in the charity sector, we introduced the addition of Death in Service Insurance and an enhanced pension. Further reviews will continue to be undertaken to ensure our staff are well remunerated.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

REPORT OF THE TRUSTEES

Equal Opportunities

Ferring Country Centre is committed to ensuring that all job applicants and employees are treated fairly and valued regardless of age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, gender, or sexual orientation and are not disadvantaged by unjust conditions or requirements. This principle applies to recruitment, promotion, training, benefits, and facilities. Ferring Country Centre meets its legal obligations and promotes the spirit of equal opportunity in all fields.

Risks

The Trustees and Management of Ferring Country Centre have given due thought and consideration to the major risks to which the Charity may be exposed and have systems in place which are designed to mitigate those risks. This includes a risk management matrix and a business continuity plan, both of which are reviewed on a regular basis. Risk is an agenda item and discussed at all Trustee meetings.

During 2022 we found that the risk associated with the COVID-19 pandemic continued to recede, with life becoming much more normal. However, this was quickly replaced by the cost-of-living crisis and inflation reaching its highest point in more than 20 years. We have acknowledged this situation is likely to impact us for the foreseeable future and therefore have put mitigations in place to control costs where we can.

Relationships with other organisations

We continue to work in partnership with a variety of organisations, bringing opportunities to both those we support and the Centre as a whole.

We continue to work closely with West Sussex County Council, providing day services to people with learning disabilities - our Day Service Customers (DSCs). Alongside other partners of West Sussex County Council, we have contributed to their work in developing the future for how support will be offered in the county. This is an exciting piece of work, with a focus on enabling those we support to "live a good life" and will continue well into 2023.

During the year we worked closely with Big Eyed Ears, a community interest company based in Worthing, delivering therapeutic activities through the medium of drama; the Workers Educational Association, providing our weekly dance and movement session; and Aspire offering cooking and gardening courses.

We continue to work closely with Oak Grove College, as well as other schools in our locality, attending transition evenings where appropriate. During 2022 we welcomed one school leaver into our services.

Our relationship with our immediate community of Ferring is important to us. We support local events where possible, with the Platinum Jubilee event being the highlight of 2022.

We hosted a number of corporate social responsibility volunteer days throughout the year, bringing groups of workers into our site and sharing in our ongoing journey.

OBJECTS AND ACTIVITIES

The Charity's objects clause as stated in its Articles of Association is:

"For the benefit of persons with learning disabilities by providing such persons with working facilities in horticulture, agriculture, crafts, equestrianism and other related matters with the aim of assisting such persons to acquire and develop vocational and social skills."

Our mission is: *"To create positive futures for customers and enable them to play a valued role in society."*

In determining how best to pursue these objects the Trustees have had regard to the Charity Commission's guidance on public benefit set out in the public benefit guides PB1, PB2 and PB3, specifically when making decisions or reviewing the Charity's aims and objectives, and in developing plans for future activities and projects.

In accordance with our objects, Ferring Country Centre benefits people with learning disabilities in the West Sussex area. This benefit is met by our Day Service and Riding Therapy offers, which are in turn supported by our income generating and fundraising activities.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

REPORT OF THE TRUSTEES

Placements within our Day Service are mainly made through referrals by West Sussex Country Council. We also accommodate referrals from neighbouring local authorities and to individuals on a private placement basis.

Our aim at Ferring Country Centre is to ensure that we enable all of the people we support, our DSCs, to achieve their wants and wishes and experience a sense of purpose. We do this by offering a wide range of activities and training opportunities, striving to deliver an engaging and fulfilling experience to all. Our Ambassadors, who are a group of our DSCs, work to ensure their peers have a voice to influence us. Through them, we engage with and listen to the views of those we support, allowing us as an organisation to fully understand their wants and aspirations for the Centre and the services which it provides. Support plans are in place for each person we provide a service to, containing details of wants, needs and wishes, allowing us to fully understand them and the outcomes they wish to accomplish when in our care. We pride ourselves on delivering a high-quality person-centred service, provided in a safe and supportive environment, enabling those we support to overcome challenges or barriers in order to achieve their aspirations, whatever they may be.

The success of Ferring Country Centre is dependent on having a flexible and blended approach to the offer across our whole organisation. Our primary purpose and key focus is supporting people with learning disabilities, offering a wide and varied range of activities. Our secondary purpose is to use our site and skills to generate funds to aid us in the delivery and development of our primary purpose. Our primary and secondary purposes are inevitably entwined; they need to co-exist in a harmonious way. Each of our departments offers meaning, experience, and skills to those we support, at the same time as allowing us to generate income.

Our organisation is split into six key functional areas:

- Operations
- Dales Farm
- Riding School
- Garden Centre
- Ranger's Café
- Visitor Centre

All of these areas are supported by the administration, facilities and finance functions.

Our site allows us to offer a diverse range of activities to our DSCs:

- Dales Farm offering opportunities to work with a wide range of animals learning animal husbandry skills.
- Riding School offering horsemanship skills.
- Garden Centre developing horticultural skills.
- Ranger's Café offering hospitality skills.
- Visitor Centre offering customer service skills.

In addition to the department specific activities listed, the Operations Team is responsible for the dedicated Day Service Centre, which is equipped with three classrooms, an IT suite, a sensory room, a dining room and a commercial kitchen, in which cakes are produced daily for sale in Ranger's Café. The Operations Team is also responsible for the Farm Classroom, based within Dales Farm, and the Woodwork Workshop.

Our facilities are used to deliver a varied programme of developmental and therapeutic activities, which include music, sing and sign, yoga, fitness and many more.

We continue to be committed as an organisation to providing a high standard of facilities to our DSCs. We also continue to invest in site improvements which will not only expand the range of activities on offer, but ensure they are delivered in a welcoming environment.

Our Riding School offers riding therapy sessions, in which both adults and children with learning and/or physical disabilities have the opportunity to experience horse riding. Riding therapy sessions offer both psychological and physical benefits to riders.

We are open to the public seven days a week as a Riding School, Dales Farm, Visitor Centre (including children's play areas), Ranger's Café and Garden Centre. Our relationship with the community in which we are based is important to us, and we enjoy welcoming visitors to our Centre. Whilst we are open to the public to share our beautiful site and

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

REPORT OF THE TRUSTEES

excellent facilities, it is important to note that alongside income generation, it also brings wider benefits of social inclusion and interaction. The social inclusion between those we support and the wider community is paramount to the ongoing success of our organisation. Our DSCs undertake roles which are valued in a safe and supported environment. Barriers of prejudice are broken down as inclusion of this type assists people to have a greater understanding of learning disabilities, appreciating the fact that we all unique.

Throughout the week we are supported by an excellent team of volunteers, each bringing their own mix of experience, skills, knowledge and passion to our organisation. Our volunteers add a great deal of value to our Centre and we are sincerely appreciative of their support, time, and dedication. During the weekends we are pleased to offer volunteering opportunities to young people between the ages of 12 and 18. This can allow young people to have their first experience of working alongside animals, including horses.

ACHIEVEMENTS AND PERFORMANCE

Day Service and Outreach

2022 saw the return of a much more normal year. Whilst at the beginning of the year there were still concerns around the risk of COVID-19, these concerns were not to scale with the previous two years. We remained cautious throughout the year, flexing the mitigations we had in place in accordance with the cases in our locality and following government guidance at all times. Staff have continued to access COVID-19 vaccinations in line with the government-led programme.

We have seen a steady increase in the number of DSCs attending the Centre. At the beginning of the year we were delivering 316 days of support each week. This rose to 338 days at the end of December, an increase of 22 days per week. Our capacity is for 75 people accessing our services on any one day, meaning we can offer up to 375 days' support per week.

During the first six months of the year, we were still responding to COVID-19, and often changing the risk control parameters. The whole team reacted well to these and we are thankful for their ongoing commitment to keeping everyone safe.

In February 2022, the Ferring Country Centre Ambassadors held their inaugural meeting. The purpose of the Ambassadors is to ensure that as an organisation we are seeking and listening to the voices of the people that we support. The Ambassadors remit is to include assisting with the planning of all day service out of hours parties, along with the serious business of reflecting on the services we offer.

We ran a full programme of evening events during the year. In June we held a summer celebration event, which was open to families and carers as well as our DSCs, which included a steel band, a disco, live music and a barbecue, and a great evening was had by all. The Ambassadors helped to plan the event and enjoyed welcoming all the guests at the start of the event. At Halloween we enjoyed a fancy dress disco, and as the year ended, we were so pleased to be able to hold a Christmas disco once again.

We continued to develop our outreach services throughout the year. Our walk and talk group continued weekly and February 2022 saw the launch of Dinner Club, taking place on the first Wednesday of each month in Ranger's Café. Our DSCs join together for a delicious dinner, followed by an activity, such as board games or karaoke. During the evening, the attendees are consulted to agree a menu for the next time. In the autumn we launched Breakfast Club, which is held monthly on a Wednesday morning at Buddies Café in Worthing, taking a group from the Centre and meeting other customers who do not attend on that day at Buddies to enjoy a breakfast together along with a specific conversational topic. In October we launched Film Club, which runs on the third Monday of each month, utilising the large interactive screen in the classroom. Pizza and popcorn is enjoyed by all as we settle into a film chosen by the club.

At the beginning of the year an allotment project was started. A group of DSCs, along with their support worker and an external tutor, took over part of the field behind the café to develop an allotment. This project was enjoyed by all group members, building beds, preparing the ground, growing a variety of vegetables from seed and then in the autumn learning to cook the vegetables they had grown. As winter arrived preparation for 2023 began.

Throughout the year we continued to offer a range of education and classroom-based activities. Our wellbeing activities were increased with a weekly dance and movement session in addition to the yoga and fitness sessions. In the early spring Aspire restarted delivery of the learning disabilities educational programme, and in the early summer the

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

REPORT OF THE TRUSTEES

Woodwork Workshop was fully operational. During the year, a photography group was also established, with the highlight of the year being the production of a Ferring Country Centre calendar.

In September the Ferring Rangers Football Team was formed. With a volunteer coach in place, the team commenced weekly training sessions at the Durrington leisure centre, practicing to improve their skills and work towards their first fixture.

Throughout the year work has been undertaken by West Sussex County Council in relation to services for adults with learning disabilities. In the autumn they launched their Adult Social Care strategy, "The life you want to lead", which will influence the procurement of services in the future. We have been participating in the initial consultation process.

Commercial Activities and Animal Care

For our commercial activities 2022 was a much more normal year, with all departments being able to operate fully for the entire year.

The Garden Centre benefited from some improvements at the beginning of 2022, with an irrigation system being added to the glasshouse and the twin span poly tunnel being renovated. This resulted in more space being available to the team for the busy summer period. Sales were lower than the previous year, impacted by people opting to spend money on holidays rather than at home. During the autumn, responding to the current trend for house plants, a growing room for house plants was set up.

The Riding School had an excellent year. A small restructure at the beginning of the year allowed us to maximise our lessons programme, ensuring that we were able to schedule lessons in relation to demand. We were also able to offer a full programme of riding therapy, with many pre-pandemic riders being able to ride again. During the school holidays we offered a wide range of pony activities that proved popular. Pony Camp was run in the summer holiday for our young volunteers. The days included some personal development training along with horsemanship and riding skills development.

Dales Farm continued to be a popular attraction. Avian flu restrictions at the beginning of the year, and then once again in the autumn, resulted in the poultry spending time away from the main farm area and the pond being netted off. The rabbits and guinea pigs' areas were upgraded during January and February, making the area more attractive to our visitors, and offering higher animal welfare to the inhabitants. Our animal license inspection was completed in the spring and a three-year renewal was issued.

Ranger's Café continued to thrive during 2022. In March we gained our Premises License, allowing us to serve alcoholic beverages. We also undertook our first events during the year, including an event for the High Sheriff and a wedding reception, which were a great success.

We transitioned to a new online training provider in February, whose suite of training is more focused on care settings than our outgoing provider. We also reviewed our employee benefits, which now include group life cover and an improved pension scheme.

Overall, the year has been successful despite several challenges; but these as always give rise to opportunities. We have responded to trade peaks and troughs throughout the year, ensuring that sensible decisions were made. Rising costs have been one of the largest concerns during 2022. The whole of the commercial team led by our Head of Commercial, Samantha Kirk, worked together to ensure that we got the best value for money in our purchasing.

Site Development

Site improvement during 2022 has been on a smaller scale than in recent years and has consisted of improvements and upgrades in the main building and around the site.

In the Garden Centre area improvements were made by the twin span poly tunnel being re-covered and a new concrete base added. This turns the area into a much more usable space and is safe to be used by our DSCs. The addition of heaters allows it to be used as an alternative to the main glasshouse.

Our main entrance driveway was in a poor condition, with many potholes appearing. The driveway and the roadway in front of the main building were fully resurfaced in June. This has improved the appearance of the entrance to the Centre and made it much easier and safer for our DSCs to walk along.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

REPORT OF THE TRUSTEES

Over the summer months, whilst the weather was fine and activities were based outside, we undertook work to improve facilities in the main building. Our two classrooms, IT room and medical room were refurbished, and the old reception area repurposed into a new classroom. The main corridor was also redecorated which has transformed the downstairs of the building into a bright and welcoming area for all to enjoy. Our largest classroom was also equipped with an interactive board, and the other classrooms had screens added to allow for internet browsing in line with the subjects being discussed or taught.

We submitted a planning application for the addition of a Fitness and Dance Studio. This is planned to be a multipurpose use area for a wide range of physical activities as well as for drama. Planning permission was granted with some conditions. Funding is now being applied for via grants and trusts.

Fundraising and Finance

2022 was a particularly challenging year financially, impacted by the residual effects of the pandemic, high rates of inflation and the cost-of-living crisis.

During the previous two years we had been able to access a variety of COVID-19 support funding, which had helped significantly as we worked to maintain a safe working environment and adhere to government advice. No further funding was made available during 2022. However there was still a requirement to keep everyone safe and adhere to government advice. For a significant part of the year staff were required to take up to 14 days off following a positive COVID-19 test. These requirements and extended periods of absence were costly to the organisation.

We remained cautious about holding events and this impacted our performance in relation to fundraising events, with the Christmas Fayre being the only fundraising event that we held during the year. The Three Forts Marathon continue to be supporters of the Centre, with funds raised from the 2022 marathon being donated to us.

We continued to fundraise through our website and, although we did not start any new appeals, our classroom appeal ran through the year and generated funds.

Over the past five years we have undertaken a significant amount of capital improvement work, including the development of our Visitor Centre and Café. This expenditure was imperative to the future success of the organisation.

We have been supported by many organisations and community groups.

We have continued to be prudent and pragmatic as needed in our financial decision making, aided by the excellent work of our Head of Finance, Nicki King. Whilst we have ended the year in a deficit position, due mainly to the significant depreciation charge, our overall financial position remains good, with significant reserves and a strong balance sheet. Operationally 2022 produced a cash surplus of £109k.

Summary

2022 has been a busy year for Ferring Country Centre, a year when life in general shifted to the new normal in a post pandemic world.

We have worked closely with our core beneficiaries, their families and carers to ensure that as our service fully opened and we began to offer additional services, our facilities and staff met the wants and needs of the people we exist to support. After two years of restrictions, it has been wonderful to see our DSCs engage and benefit fully from the services we offer.

We continued to develop our site, focusing on the needs of those we support, making sure accessibility is key when undertaking improvements and that our site remains suitable in an ever-changing landscape.

Whilst outside pressures continue to impact the organisation as whole, it is important that our principal focus remains on our service delivery to our DSCs, offering them a service in which everyone matters, is valued and enabled to achieve their personal outcomes.

We benefit from a large team of committed volunteers, who support the work we do throughout our Centre - giving their knowledge, experience, skills and time freely. We are profoundly grateful for all they do and the value they bring to our organisation. During 2022 we had 85 volunteers supporting us.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

REPORT OF THE TRUSTEES

We worked with 128 DSCs during 2022, offering a varied and fulfilling range of activities through our day service and outreach programmes, focusing on a quality offer delivered in a person-centred approach. Alongside this we continue to grow and develop our income-generating activities. The on-going hard work and dedication of our team, both volunteers and employees, has enabled us to achieve this led by our committed management team, headed up by our excellent CEO, Hannah Tombs.

2022 has been a mixed year for Ferring Country Centre. We have had the euphoria of witnessing the benefit of operating a full service and the development and delivery of many opportunities and events beyond our core day service hours. We have also had the challenge of rising costs that have posed a pressure on our finances, finishing the year in a deficit position.

When challenge arrives, it is generally accompanied by opportunity and the opportunity element of the challenge should be our area of focus. With positivity, direction and drive we can continue to develop and grow our organisation, delivering high quality services to those we support and striving to do our absolute best.

FINANCIAL REVIEW

Ferring Country Centre ended the 2022 financial year with a deficit of £74.5k (2021 Surplus £22.2k), -3.9% of total income (2021 1.25%). The financial performance of the organisation continued to be impacted by the COVID-19 pandemic, along with the impact of rising costs and high inflation.

We continue to invest in our site, focusing on the provision of high-quality facilities for our DSCs. We strive to create a site that is accessible, safe, appropriate, inclusive, and welcoming to all. We have invested in our Day Service building during 2022, decorating and upgrading all areas, including the classrooms and medical room.

Financially, 2022 was a particularly challenging year, despite ending the year in a deficit position, our finances continue to be in good health. Our cashflow has been stable throughout the year and we hold sufficient reserves should we need them. However, it is important that we do not become complacent relying on reserves, and therefore focus on returning to a surplus position as soon as possible.

Our income for 2022 saw an increase against 2021 of £108.2k (6.0%). Revenue increased in 2022 for Dales Farm, the Riding School, and Ranger's Café, but decreased for the Garden Centre. Our contractual income from West Sussex County Council also increased, returning to the full contractual value.

We identify two key areas of risk, these being:

1. One contract is 50% of our total income: our Day Service Contract with West Sussex County Council. (End date of 31st December 2023).
2. Ongoing rising costs and high inflation, including higher employment costs.

We mitigate the first risk by working closely with West Sussex County Council, understanding their future plans for providing services to people with learning disabilities, and ensuring that we have an approach that is adaptable to ever changing demands and needs.

The second risk needs to be constantly monitored, being responsive to higher costs by regularly reviewing our pricing structure and being prudent in our spending.

The Charity's reserves, as shown in notes 16 and 17 of the financial statements amounted to £962k. (2021 £919k) an increase of £43k. The Trustees consider the Charity's available cash resources, for operational purposes, have increased by 4.7% or £46.8k and are shown in the table below.

	2022 £	2021 £
Investments and surplus cash	1,080,810	1,133,054
Less: Restricted funds	41,238	40,275
Less: Designated funds	-	100,000
	1,039,572	992,779

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

REPORT OF THE TRUSTEES

The Trustees have a cautious investment strategy with little or no risk and the income generated from these resulting investments amounted to £5.7k, a 60.0% increase (2021 £3.6k). This is due to improved interest rates during 2022.

We have continued to invest in our site and equipment during 2022, our capital expenditure was £164.7k for the year.

The Trustees review the Reserves Policy annually and have agreed that the Charity hold reserves equivalent to 6 months' operating expenditure (expected to be £1,037k in 2023) to ensure the on-going delivery of its charitable objectives. At the balance sheet date our operational reserves are £1,040k as detailed on page 8.

2022 produced donation income of £43k (2021 £41k) an increase of 3%, split between Unrestricted £24k (2021 £20k) and Restricted £19k (2021 £21k).

Donations, Supporters and Corporate Social Responsibility

Our sincere thanks go to all of those who give generously and support our organisation. You make it possible for us to achieve our objectives, invest in our services and support those at the very core of our service, that being any person with a learning disability.

In 2022 we received donations from:

Individual Donors

Tom Burstow, Helen Maidlow, John and Eve Dean, Michael McKee, Mrs Wilson, Tracy Keegan, Hilz Pollard, Vicky Woodard, Sarah Charman, Kenneth Carpenter, Luise Fleckenstein, Richard Bush and Carole Salder.

Trust, Foundations and Companies

Worthing and District Society of Model Engineers, Southern Co-op, Coast and Country Real Estate, Humber Avenue Community Allotments, Chiltern Trust, Charities Trust, Tendercare Ltd, Worthing Literacy Institute, Inspired Instrumentals, Green Wright Chalton Annis Solicitors, East Preston Festival, Rassasy, Michael Jones and Company, Ferring Recorded Music Society, Stamford Lodge, ASDA Ferring, Arun Arts Society and R W Masters Coachworks.

Legacies

We received no legacies within this financial year.

Supporters & Corporate Social Responsibility

During 2022 we were pleased to offer volunteer days to the following organisations and companies:

- Northbrook College – SEND Department
- Brighton Metropolitan College
- Southern Water
- American Express
- Noviun Architects

We have maintained our relationships with the following supporters: Co-op Ferring, 3 Forts Marathon, Worthing Rugby Football Club, St Andrew's Church Ferring and Ferring Parish Council.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

REPORT OF THE TRUSTEES

PLANS FOR FUTURE PERIODS

2023 and beyond

As we move into 2023, we will be continuing the excellent work started in 2022, developing further our outreach and community link work, offering more variety of activities to our DSCs both on and away from our site.

We will need to closely monitor our financial performance. With inflation still at record levels, we must remain prudent in our spending to minimise the impact of rising costs on our organisation and those we support. We must, however, not be afraid to spend when necessary. Money should be used wisely, with consideration being given to the why (do we need it?), when (do we need it now?) and how (how will it be used?).

We will continue to work closely with West Sussex County Council, participating in their consultation and co-production work on the future of day services, whilst continuing to provide services under our existing contract terms. Our current contract extension takes us to the 31st December 2023. It seems likely at this time that we should plan for a possible further extension, continuing to use this time to ensure that we are tender ready for the new framework.

2023 will be a year of change at Ferring Country Centre with the implementation of new management and delivery structures, focusing on ensuring an excellent standard of support for all those who access our services. This will be underway in the spring and hopefully will be fully in place during the summer months. Once the structures are in place and roles filled, the remainder of the year will be about embedding the structures and good support work practices and consolidating the changes we have made. With a skilled and enthusiastic workforce in place, we will move towards financial strengthening of our organisation and the continued delivery of excellent services and positive outcomes to all our beneficiaries.

We hope to secure funding for the building of our purpose-built Fitness/ Dance/ Drama studio. This facility would be a fantastic addition for the Centre, providing an appropriate space for these important and enjoyable activities. The building programme will be for four months, so it is possible if funding is secured that we may commence the build within 2023.

2023 is the fourth year of our five-year Strategic Plan. We will review our progress and will ensure our planned direction of travel is relevant for the current world, whilst remaining focused on meeting the needs of our DSCs, who are central to all our decision making.

We have planned minimal improvement works for 2023, but we will be looking at improving the security of the site by installing new gates at key points including the main entrance gate.

We continue to strive to offer the absolute best support to people with learning disabilities, empowering and enabling them to achieve their wants and wishes, alongside meeting their needs. We look forward to the future and working alongside the incredible people we support, inspiring them to influence how we further develop our services.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

REPORT OF THE TRUSTEES

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Ferring Country Centre Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

APPOINTMENT OF AUDITORS

Blue Spire Limited, have expressed their willingness to stand for reappointment and a resolution proposing their reappointment will be put forward at the Annual General Meeting of the charity.

This report has been prepared having taken advantage of the small companies' exemption in the Companies Act 2006.

Approved by the Trustees and signed on their behalf.


Robert A G Rogers
Trustee – Chairman

8 June 2023
Date

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

INDEPENDENT AUDITOR'S REPORT

Independent Auditor's Report to the Members of Ferring Country Centre Limited

Opinion

We have audited the financial statements of Ferring Country Centre Limited (the 'charitable company') for the year ended 31 December 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Report of the Trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Report of the Trustees. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

INDEPENDENT AUDITOR'S REPORT

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the Charity and the sector in which it operates, we identified the principal laws and regulations that directly affect the financial statements to be the Charities Act, Companies Act, and Employment Act. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

In addition, the Charity is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. There is a limitation to areas most likely to have such an effect. Auditing standards limit the

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

INDEPENDENT AUDITOR'S REPORT

required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence if any.

Audit procedures performed by the engagement team included:

- Enquiry of management, those charged with governance around actual and potential litigation and claims;
- Enquiry of entity staff to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>
This description forms part of our auditor's report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Geoffrey Frost BSc(Hons) FCA (Senior Statutory Auditor)
For and on behalf of Blue Spire Limited, Statutory Auditor

Cawley Priory
South Pallant
Chichester
West Sussex
PO19 7UY

Date

14 June 2023

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

	Note	Unrestricted Funds General £	Designated £	Restricted Funds £	2022 Total Funds £	2021 Total Funds £
INCOME AND ENDOWMENTS FROM:						
Donations and legacies	1	23,814	-	18,771	42,585	51,832
Other trading activities	2	12,543	-	-	12,543	82,340
Investments	3	5,708	-	-	5,708	3,567
Charitable activities	4	1,825,403	-	-	1,825,403	1,463,850
Other	5	18,764	-	-	18,764	195,260
Total		<u>1,886,232</u>	<u>-</u>	<u>18,771</u>	<u>1,905,003</u>	<u>1,796,849</u>
EXPENDITURE ON:						
Raising funds	6	1,017	-	-	1,017	399
Charitable activities	7	1,965,070	-	13,376	1,978,446	1,774,226
Total		<u>1,966,087</u>	<u>-</u>	<u>13,376</u>	<u>1,979,463</u>	<u>1,774,625</u>
Net Income/(expenditure)		(79,855)	-	5,395	(74,460)	22,224
Transfers between funds	17, 18	123,094	(118,662)	(4,432)	-	-
Net movement in funds		43,239	(118,662)	963	(74,460)	22,224
RECONCILIATION OF FUNDS						
Total funds brought forward	17	919,161	2,507,875	40,275	3,467,311	3,445,087
Total funds carried forward	17	<u>962,400</u>	<u>2,389,213</u>	<u>41,238</u>	<u>3,392,851</u>	<u>3,467,311</u>

None of the charity's other activities were acquired or discontinued during the above two financial years.

The charity has no recognised gains or losses other than those dealt with in the statement of financial activities.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

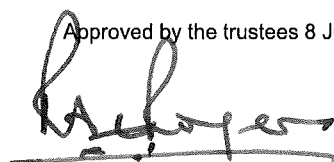
BALANCE SHEET AS AT 31 DECEMBER 2022

		2022		2021	
	Note	£	£	£	£
FIXED ASSETS					
Tangible assets	12		2,389,213		2,407,875
CURRENT ASSETS					
Stock of goods for resale		14,813		14,123	
Debtors	13	68,549		60,823	
Cash at hand and in bank		1,080,810		1,133,054	
Total current assets		<u>1,164,172</u>		<u>1,208,000</u>	
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	14	<u>160,534</u>		<u>148,564</u>	
Net current assets/(liabilities)			1,003,638		1,059,436
Net assets/(liabilities)			<u>3,392,851</u>		<u>3,467,311</u>
THE FUNDS OF THE CHARITY					
Restricted funds	17		41,238		40,275
Unrestricted funds					
Fixed Asset reserve	17	2,389,213		2,407,875	
Designated funds	17	-		100,000	
General funds	17	<u>962,400</u>		<u>919,161</u>	
Total unrestricted funds			3,351,613		3,427,036
Total charity funds	17		<u>3,392,851</u>		<u>3,467,311</u>

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The notes on pages 21 to 30 form part of these accounts.

Approved by the trustees 8 June 2023 and signed on their behalf.



Robert A G Rogers
Trustee – Chairman

Ferring Country Centre Limited
Registered charity no.: 297286
Registered company no.: 2086358

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

STATEMENT OF CASH FLOWS

	2022		2021	
	£	£	£	£
Net cash flow from operating activities (see below)		104,358		172,589
Cash flow from investing activities				
Payments to acquire tangible fixed assets	(164,657)		(91,073)	
Proceeds on disposal of tangible fixed assets	2,347		600	
Interest received	5,708		3,567	
Net cash flow from investing activities		(156,602)		(86,906)
Net increase/(decrease) in cash and cash equivalents		(52,244)		85,683
Cash and cash equivalents at 1 January 2022		1,133,054		1,047,371
Cash and cash equivalents at 31 December 2022		<u>1,080,810</u>		<u>1,133,054</u>
Cash and cash equivalents consist of:				
Cash at bank and in hand		1,080,810		1,133,054
Cash and cash equivalents at 31 December 2022		<u>1,080,810</u>		<u>1,133,054</u>
 Reconciliation of net income to net cash flow from operating activities				
	£	£	£	£
Net income for the year		(74,460)		22,224
Adjusted for:				
Interest receivable	(5,708)		(3,567)	
Depreciation and impairment of tangible fixed assets	182,982		173,077	
Loss/(profit) on disposal of tangible fixed assets	(2,010)		2,476	
Decrease/(increase) in stock	(690)		(5,709)	
Decrease/(increase) in debtors	(7,726)		(40,881)	
Increase/(decrease) in creditors	11,970		24,969	
		178,818		150,365
		<u>104,358</u>		<u>172,589</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

ACCOUNTING POLICIES

General information, scope and basis of the financial statements

Ferring Country Centre Limited is a private company, limited by guarantee, incorporated in England with the company number 02086358. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office and principal place of business is Rife Way, Ferring, Worthing, West Sussex, BN12 5JZ and its operations are outlined in the trustees' report.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

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.

Incoming Resources Policy Notes

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.

For donations to be recognised the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Income from government and other grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Investment income is earned through holding assets such as cash deposits and includes interest received. Interest income is recognised using the effective interest method, where material.

Resources Expended Policy Notes

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the 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.

Staff costs, support costs and governance costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. Staff costs have been allocated between costs of raising funds, charitable activities and governance costs on the basis of time spent by staff. Support costs cannot be directly attributed to particular headings and have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources. Support costs have been allocated to charitable activities on the best estimate of the use of those resources.

Governance costs are costs associated with the general running of the charity as opposed to the day to day activities. Governance costs have been allocated to cost of charitable activities on the basis they form part of carrying out those activities.

Allocation of support costs and governance costs

Support costs and governance costs are allocated to the different activities within expenditure on charitable activities on the basis of the number of clients involved in each activity.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

ACCOUNTING POLICIES

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.

Pension costs

The charity operates defined contribution pension schemes. Contributions to the scheme are charged to the statement of financial activities on a payable basis.

Leases

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

VAT

The Charity is registered for VAT and operates on a partial exemption basis. Costs are recorded inclusive of VAT within the SOFA where they relate to exempt supplies with other irrecoverable amounts expensed as they arise.

Taxation

The charity is considered to pass the tests set out in sections 466 to 493 Corporation Tax Act 2010 (CTA 2010), as such no income tax is payable on the charity's activities.

Fixed Assets Policy Notes

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

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:

Assets in the course of construction	- nil.
Freehold buildings	- 3.33%-5% per annum on cost.
Freehold land	- nil.
Plant & machinery	- 25% per annum on cost.
Fixtures, fittings & equipment	- 25% per annum on cost.
Motor vehicles	- 25% per annum on reducing balance basis.

Stock

Stocks of plants, associated materials and gift shop items for resale are shown in the balance sheet at the lower of cost and net realisable value.

Quantities of resources such as seeds, compost, animal feed, animal medicines and office stationery are purchased when required. Any balance of such items on hand at the accounting date are negligible and have not been valued or shown as stock.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

ACCOUNTING POLICIES

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Funds Structure Policy Notes

Restricted funds

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the note 17 of these financial statements.

Unrestricted funds

Unrestricted funds 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.

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.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

NOTES TO THE FINANCIAL STATEMENTS

1. Donations and legacies

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Donations	23,814	-	18,771	42,585
Legacies	-	-	-	-
	<u>23,814</u>	<u>-</u>	<u>18,771</u>	<u>42,585</u>

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Donations	20,030	-	21,267	41,297
Legacies	5,535	-	5,000	10,535
	<u>25,565</u>	<u>-</u>	<u>26,267</u>	<u>51,832</u>

2. Other trading activities

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Fundraising event income	2,049	-	-	2,049
Other fundraising income	10,494	-	-	10,494
	<u>12,543</u>	<u>-</u>	<u>-</u>	<u>12,543</u>

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Fundraising event income	1,841	-	1,082	2,923
Other fundraising income	79,417	-	-	79,417
	<u>81,258</u>	<u>-</u>	<u>1,082</u>	<u>82,340</u>

3. Investments

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Bank interest	5,708	-	-	5,708
	<u>5,708</u>	<u>-</u>	<u>-</u>	<u>5,708</u>

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Bank interest	3,567	-	-	3,567
	<u>3,567</u>	<u>-</u>	<u>-</u>	<u>3,567</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

NOTES TO THE FINANCIAL STATEMENTS

4. Income from charitable activities

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Services to beneficiaries	1,074,310	-	-	1,074,310
Riding school and Riding Therapy Unit	182,194	-	-	182,194
Horticulture	77,008	-	-	77,008
Catering Services	341,115	-	-	341,115
Small Animal Farm	118,810	-	-	118,810
Shop sales	31,966	-	-	31,966
	<u>1,825,403</u>	<u>-</u>	<u>-</u>	<u>1,825,403</u>

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Services to beneficiaries	909,254	-	-	909,254
Riding school and Riding Therapy Unit	96,970	-	-	96,970
Horticulture	91,220	-	-	91,220
Catering Services	239,144	-	-	239,144
Small Animal Farm	100,109	-	-	100,109
Shop sales	27,153	-	-	27,153
	<u>1,463,850</u>	<u>-</u>	<u>-</u>	<u>1,463,850</u>

5. Other incoming resources

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Friends of Ferring Country Centre	60	-	-	60
Other miscellaneous income	-	-	-	-
Insurance claims	7,910	-	-	7,910
Profit on disposal of assets	2,010	-	-	2,010
Government COVID-19 support	8,784	-	-	8,784
	<u>18,764</u>	<u>-</u>	<u>-</u>	<u>18,764</u>

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Friends of Ferring Country Centre	105	-	-	105
Other miscellaneous income	146	-	-	146
Insurance claims	-	-	-	-
Profit on disposal of assets	-	-	-	-
Government COVID-19 support	195,009	-	-	195,009
	<u>195,260</u>	<u>-</u>	<u>-</u>	<u>195,260</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

NOTES TO THE FINANCIAL STATEMENTS

6. Raising funds

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Fundraising costs	1,017	-	-	1,017
	<u>1,017</u>	<u>-</u>	<u>-</u>	<u>1,017</u>

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Fundraising costs	399	-	-	399
	<u>399</u>	<u>-</u>	<u>-</u>	<u>399</u>

7. Expenditure on charitable activities

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Direct costs	244,935	-	3,759	248,694
Personnel costs	450,416	-	-	450,416
Depreciation	60,382	-	-	60,382
Disposal of fixed assets	-	-	-	-
Support costs (see note 8)	1,209,337	-	9,617	1,218,954
	<u>1,965,070</u>	<u>-</u>	<u>13,376</u>	<u>1,978,446</u>

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Direct costs	208,344	-	4,379	212,723
Personnel costs	396,231	-	-	396,231
Depreciation	54,774	-	-	54,774
Disposal of fixed assets	2,507	-	-	2,507
Support costs (see note 8)	1,089,671	-	18,320	1,107,991
	<u>1,751,527</u>	<u>-</u>	<u>22,699</u>	<u>1,774,226</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

NOTES TO THE FINANCIAL STATEMENTS

8. Support costs

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Staffing costs	783,573	-	-	783,573
Premises costs	181,812	-	2,608	184,420
Governance and administrative costs	87,847	-	5,608	93,455
Depreciation	122,599	-	-	122,599
Client costs	19,210	-	1,401	20,611
Legal and professional fees	14,296	-	-	14,296
	<u>1,209,337</u>	<u>-</u>	<u>9,617</u>	<u>1,218,954</u>

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Staffing costs	692,066	-	-	692,066
Premises costs	189,219	-	14,388	203,607
Governance and administrative costs	71,646	-	3,200	74,846
Depreciation	118,304	-	-	118,304
Client costs	10,797	-	732	11,529
Legal and professional fees	7,639	-	-	7,639
	<u>1,089,671</u>	<u>-</u>	<u>18,320</u>	<u>1,107,991</u>

9. Auditors' remuneration

	Unrestricted Funds		Restricted Funds	2022 Total Funds
	General £	Designated £	£	£
Audit	5,250	-	-	5,250
Payroll services	1,800	-	-	1,800
	<u>7,050</u>	<u>-</u>	<u>-</u>	<u>7,050</u>

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Audit	5,250	-	-	5,250
Payroll services	1,800	-	-	1,800
	<u>7,050</u>	<u>-</u>	<u>-</u>	<u>7,050</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

NOTES TO THE FINANCIAL STATEMENTS

10. Wages and salary cost

	2022 Total Funds £	2021 Total Funds £
Gross wages	1,100,882	982,439
Employer's national insurance costs (net of employment allowance)	65,184	61,256
Pension costs	59,435	16,961
Redundancy / Termination payments - Full and final settlement	2,498	8,500
	<u>1,227,999</u>	<u>1,069,156</u>
	2022	2021
Staff numbers:		
Average head count	<u>79</u>	<u>68</u>
Analysed by function:		
RTU and riding school	6	6
Horticulture	3	2
Café, shop, farm and visitor centre	32	25
Day service and client development	29	27
Facilities	5	4
Management and administration	4	4
	<u>79</u>	<u>68</u>
Calculated on a full-time equivalent basis, analysed by function:		
RTU and riding school	4	4
Horticulture	2	2
Café, shop, farm and visitor centre	13	13
Day service and client development	23	20
Facilities	3	3
Management and administration	4	4
	<u>49</u>	<u>46</u>

There were no employees with emoluments (excluding employer pension costs) above £60,000 in this or the preceding year

The number of staff to whom retirement benefits are accruing under defined contribution schemes

	2022	2021
RTU and riding school	5	4
Horticulture	1	1
Café, shop, farm and visitor centre	13	13
Day service and client development	25	21
Facilities	3	4
Management and administration	5	5
	<u>52</u>	<u>48</u>

Defined contribution pension scheme

The charity operates a defined contribution pension scheme for its employees. Employer contributions to the scheme during the year under review amounted to £59,435 (2021: £16,961) with £5,949 (2021: £2,782) payable at the balance sheet date in respect of employer and employee contributions. Pension costs are allocated to charitable activities and support costs on the basis of the activities the employee is involved in.

No trustee received any remuneration from employment or other benefits with the charity during the year under review nor the comparative year.

During the year under review 5 (2021: 5) members of the charity's staff, identified as key management personnel, received employee benefits totalling £208,947 (2021: £195,367) consisting of salary and employer's pension contributions. The charity reimbursed expenses and met costs on behalf of key management personnel incurred during the fulfilment of their responsibilities in the year totalling £1,599 (2021: £2,016). The charity's key management personnel are included in the group life assurance plan for employees.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

NOTES TO THE FINANCIAL STATEMENTS

11. Related party transactions

Donations totalling £nil (2021: £50) were received from the charity's trustees in the form of donations without conditions attached. Donations totalling £180 (2021: £2,365) were received from the trustees with conditions attached in the year.

During the year under review four (2021: four) children of key management personnel were employed on a part time basis and received employee benefits totalling £51,460 (2021: £35,345) between them.

There were no other transactions with related parties that require disclosure in the financial statements.

12. Fixed assets

	Assets in the course of construction £	Land & Buildings £	Plant & Machinery £	Fixtures, Fittings & Equipment £	Motor Vehicles £	TOTAL £
<i>Cost</i>						
At 1 January 2022	-	3,274,367	252,370	213,075	47,785	3,787,597
Additions	3,413	40,979	60,714	59,551	-	164,657
Disposals	-	-	(1,795)	-	-	(1,795)
At 31 December 2022	3,413	3,315,346	311,289	272,626	47,785	3,950,459
<i>Depreciation</i>						
Accumulated at 1 January 2022	-	1,040,590	203,759	101,377	33,996	1,379,722
Charge for the year	-	101,725	32,830	44,980	3,447	182,982
On disposals	-	-	(1,458)	-	-	(1,458)
At 31 December 2022	-	1,142,315	235,131	146,357	37,443	1,561,246
Net book value at 31 December 2022	3,413	2,173,031	76,158	126,269	10,342	2,389,213
Net book value at 31 December 2021	-	2,233,777	48,611	111,698	13,789	2,407,875

13. Debtors

	Unrestricted Funds		Restricted Funds	2022 Total Funds	2021 Total Funds
	General £	Designated £	£	£	£
<i>Within one year</i>					
Trade debtors	10,394	-	-	10,394	12,092
Prepayments	51,488	-	-	51,488	46,063
Other debtors	6,667	-	-	6,667	2,668
	68,549	-	-	68,549	60,823

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

NOTES TO THE FINANCIAL STATEMENTS

14. Creditors

	Unrestricted Funds		Restricted Funds	2022 Total Funds	2021 Total Funds
	General £	Designated £	£	£	£
Trade creditors	31,028	-	-	31,028	26,312
Other taxes and social security costs	19,929	-	-	19,929	16,575
VAT Payable	62,846	-	-	62,846	50,034
Accruals and deferred income	46,731	-	-	46,731	55,643
	<u>160,534</u>	<u>-</u>	<u>-</u>	<u>160,534</u>	<u>148,564</u>

15. Commitments under operating leases

	2022 Total Funds	2021 Total Funds
	£	£
At 31 December the charity had total minimum lease payments under operating leases in respect of vehicles which expire as follows:		
In less than one year	3,059	7,339
Later than one year and not later than five years	-	3,059
	<u>3,059</u>	<u>10,398</u>

Total lease payments in relation to vehicles recognised as an expense in the year were £7,339.

	2022 Total Funds	2021 Total Funds
	£	£
At 31 December the charity had total minimum lease payments under operating leases in respect of office equipment which expire as follows:		
In less than one year	3,244	3,244
later than one year and not later than five years	3,244	3,244
	<u>2,433</u>	<u>5,677</u>
	<u>8,921</u>	<u>12,165</u>

Total lease payments in relation to office equipment recognised as an expense in the year were £3,244.

16. Analysis of net assets between funds

	Unrestricted Funds			Restricted Funds	2022 Total Funds
	General £	Fixed Asset £	Designated £	£	£
Tangible assets	-	2,389,213	-	-	2,389,213
Current assets	1,122,934	-	-	41,238	1,164,172
Current liabilities	(160,534)	-	-	-	(160,534)
	<u>962,400</u>	<u>2,389,213</u>	<u>-</u>	<u>41,238</u>	<u>3,392,851</u>

	Unrestricted Funds			Restricted Funds	2021 Total Funds
	General £	Fixed Asset £	Designated £	£	£
Net current assets/(liabilities)	-	2,407,875	-	-	2,407,875
Current assets	1,067,725	-	100,000	40,275	1,208,000
Current liabilities	(148,564)	-	-	-	(148,564)
	<u>919,161</u>	<u>2,407,875</u>	<u>100,000</u>	<u>40,275</u>	<u>3,467,311</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

NOTES TO THE FINANCIAL STATEMENTS

17. Analysis of net movement in funds

	Year ended 31 December 2022				
	Total funds brought forward £	Total incoming resources £	Total resources expended £	Transfers between funds £	Total funds carried forward £
<i>Restricted funds</i>			1		
Café	644	-	-	(180)	464
Catering	585	-	-	-	585
Client	2,621	6,561	(1,401)	(4,432)	3,349
Farm	4,591	7,600	(113)	-	12,078
Horti	5,000	200	-	-	5,200
RTU	11,417	1,185	(3,702)	-	8,900
Woodwork Shop	1,535	-	(138)	-	1,397
Other restricted funds	13,882	3,225	(8,023)	180	9,264
	<u>40,275</u>	<u>18,771</u>	<u>(13,377)</u>	<u>(4,432)</u>	<u>41,237</u>
<i>Unrestricted funds</i>					
Fixed Asset reserve	2,407,875	-	-	(18,662)	2,389,213
	<u>2,407,875</u>	<u>-</u>	<u>-</u>	<u>(18,662)</u>	<u>2,389,213</u>
Designated funds - The charity's trustees have designated funds for the following purposes:					
COVID-19 client response	100,000	-	-	(100,000)	-
Total designated funds	<u>100,000</u>	<u>-</u>	<u>-</u>	<u>(100,000)</u>	<u>-</u>
General reserves	919,161	1,886,232	(1,966,087)	123,094	962,400
Total unrestricted funds	<u>3,427,036</u>	<u>1,886,232</u>	<u>(1,966,087)</u>	<u>4,432</u>	<u>3,351,613</u>
Total funds	<u>3,467,311</u>	<u>1,905,003</u>	<u>(1,979,464)</u>	<u>-</u>	<u>3,392,850</u>

	Year ended 31 December 2021				
	Total funds brought forward £	Total incoming resources £	Total resources expended £	Transfers between funds £	Total funds carried forward £
<i>Restricted funds</i>					
Café	8,644	-	(8,000)	-	644
Catering	585	-	-	-	585
Client	3,353	-	(732)	-	2,621
Farm	266	4,628	(303)	-	4,591
Horti	6	7,000	(909)	(1,097)	5,000
RTU	9,287	6,509	(4,379)	-	11,417
Woodwork Shop	6,612	-	(5,077)	-	1,535
Other restricted funds	7,969	9,212	(3,299)	-	13,882
	<u>36,722</u>	<u>27,349</u>	<u>(22,699)</u>	<u>(1,097)</u>	<u>40,275</u>
<i>Unrestricted funds</i>					
Fixed Asset reserve	2,492,955	-	-	(85,080)	2,407,875
	<u>2,492,955</u>	<u>-</u>	<u>-</u>	<u>(85,080)</u>	<u>2,407,875</u>
Designated funds - The charity's trustees have designated funds for the following purposes:					
COVID-19 client response	100,000	-	-	-	100,000
Total designated funds	<u>100,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>100,000</u>
General reserves	815,410	1,769,500	(1,751,926)	86,177	919,161
Total unrestricted funds	<u>3,408,365</u>	<u>1,769,500</u>	<u>(1,751,926)</u>	<u>1,097</u>	<u>3,427,036</u>
Total funds	<u>3,445,087</u>	<u>1,796,849</u>	<u>(1,774,625)</u>	<u>-</u>	<u>3,467,311</u>

Description of funds

Café	Funds received to support the charity's Café which is open to the General Public as well as providing training and skills for our Day service customers.
Catering	Funds received to support the charity's Catering department provide the equipment that enables our Day Service Customers to learn and develop catering skills.
Client	Funds received to support the charity's Day Service Customers and enables them to learn and develop skills that they can use in everyday life.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

NOTES TO THE FINANCIAL STATEMENTS

Description of funds (continued)

Farm	Funds received to support the charity's Dales Farm; allowing us to enhance the facilities to provide training and opportunities to our Day Service Customers.
Horti	Funds received to support the charity's Horticultural department by providing the tooling and other provisions to enable our Day Service Customers to learn and develop skills.
RTU	Funds received to support the charity's Riding Therapy Unit to allow us to support our Day Service Customers and the Riders who attend the Centre to ride the horses as a beneficial therapy.
Woodwork Shop	Funds received to support the charity's Woodwork shop allowing us to build, purchase tools and supplies to enable our Day Service Customers in learning woodwork skills.
Other restricted funds	Other funds received to support the charity in other restricted projects.
Fixed asset reserve	Representing the balance of fixed assets held by the charity.
COVID-19 client response	Funds have been designated by the trustees from reserves to improve and develop contact and resources for the Centre's clients who have lost access during the COVID-19 pandemic.

18. Transfers between funds

From	To	Unrestricted Funds			Restricted
		General £	Fixed Asset £	Designated £	Funds £
<i>Transfer 1</i>					
Client	Fixed Asset reserve	-	4,432	-	(4,432)
General reserves	Fixed Asset reserve	23,094	(23,094)	-	-
		<u>23,094</u>	<u>(18,662)</u>	<u>-</u>	<u>(4,432)</u>
Transfer from restricted funds and designated funds on acquisition of fixed assets and completion of projects.					
<i>Transfer 2</i>					
COVID-19 client response	General reserves	100,000	-	(100,000)	-
		<u>100,000</u>	<u>-</u>	<u>(100,000)</u>	<u>-</u>
Transfer from designated funds to unrestricted general funds as no longer required.					
		123,094	(18,662)	(100,000)	(4,432)

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

NOTES TO THE FINANCIAL STATEMENTS

19. Financial instruments

The carrying amounts of the charity's financial instruments are as follows:

	2022 Total Funds £	2021 Total Funds £
<i>Financial assets</i>		
Debt instruments measured at amortised cost:		
Trade debtors	10,394	12,092
	<u>10,394</u>	<u>12,092</u>
<i>Financial liabilities</i>		
Measured at amortised cost:		
Trade creditors	31,028	26,312
	<u>31,028</u>	<u>26,312</u>

20. Comparative statement of financial activities

	Note	Unrestricted Funds General £	Designated £	Restricted Funds £	2021 Total Funds £
INCOME AND ENDOWMENTS FROM:					
Donations and legacies	1	25,565	-	26,267	51,832
Other trading activities	2	81,258	-	1,082	82,340
Investments	3	3,567	-	-	3,567
Charitable activities	4	1,463,850	-	-	1,463,850
Other	5	195,260	-	-	195,260
Total		<u>1,769,500</u>	<u>-</u>	<u>27,349</u>	<u>1,796,849</u>
EXPENDITURE ON:					
Raising funds	6	399	-	-	399
Charitable activities	7	1,751,527	-	22,699	1,774,226
Total		<u>1,751,926</u>	<u>-</u>	<u>22,699</u>	<u>1,774,625</u>
Net Income/(expenditure)		17,574	-	4,650	22,224
Transfers between funds	17, 18	86,177	(85,080)	(1,097)	-
Net movement in funds		103,751	(85,080)	3,553	22,224
RECONCILIATION OF FUNDS					
Total funds brought forward	17	815,410	2,592,955	36,722	3,445,087
Total funds carried forward	17	<u>919,161</u>	<u>2,507,875</u>	<u>40,275</u>	<u>3,467,311</u>

Ferring Country Centre Limited

REPORT TO THE TRUSTEES

Audit for the year ended 31 December 2022

Ferring Country Centre Limited

Report to the trustees

Contents

Introduction and terms of reference



We set out the objectives of our audit, its scope and summarise our findings

Audit status and timetable to completion



We set out any matters required prior to completion of the audit and the timescale for these

Independence



We confirm our independence

Key accounting and audit matters



We discuss audit findings

Adjusted and unadjusted differences



We set out any adjustments made during the course of our audit and any differences which remain unadjusted

Current technical Developments



We set out the current accounting, regulatory and corporate governance developments that are relevant to the charity.

Ferring Country Centre Limited

Report to the trustees

Introduction and terms of reference

Introduction

- This report summarises the scope of our work and the key audit and accounting matters arising from our audit of the financial statements for the charity, including those matters identified at the planning stage.
- The report is prepared solely for the use of the management and trustees of Ferring Country Centre Limited and should not be shown to any other person without our express permission in writing. We do not accept responsibility for this report to any other person and we hereby disclaim any and all such liability.
- We have substantially completed our audit work in respect of the financial statements for the year ended 31 December 2022 and anticipate issuing an unqualified audit opinion.
- This report covers those matters we believe to be material in the context of our work.

Audit scope

The scope of our work, as agreed in our Engagement Letter, was to carry out an audit in accordance with International Standards on Auditing (UK and Ireland) of the charity's financial statements prepared under United Kingdom Generally Accepted Accounting Practice (UK GAAP), Companies Act and the requirements of the Charities SORP.

In addition it was to form an opinion on whether:

- The financial statements give a true and fair view of the state of the charity's affairs as at 31 December 2022 and of the surplus or deficit for the year then ended;
- The financial statements have been properly prepared in accordance with UK GAAP, Companies Act 2006 and the Charities SORP;
- The information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements and in accordance with applicable legal requirements.

We are also required to consider whether:

- Adequate accounting records have been kept by the charity, or returns adequate for our audit have not been received, or
- The financial statements are not in agreement with the accounting records and returns, or
- Certain disclosures of any trustees' remuneration specified by law are not made, or
- We have not received all the information and explanations we require for our audit, or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the directors' report and take advantage of the small companies exemption from the requirement to prepare a strategic report.

Ferring Country Centre Limited

Report to the trustees

Introduction and terms of reference

Key accounting and audit matters

- Brought Forward; Café operations and potential tax liability

Materiality and unadjusted differences

- Materiality is considered to be £27,000 for the financial statements as a whole;
- However, we are required to bring to your attention any audit adjustments that we have identified but which management are not proposing to adjust above the clearly trivial figure of £1,000.

Systems and controls

- As part of our audit procedures we have documented the processes and controls on, and performed walkthrough tests of, the key transaction streams that impact the financial statements.
- We should point out that, as the purpose of the audit is to form an opinion on the charity's financial statements, our examination cannot necessarily be expected to disclose all shortcomings in systems and controls.
- Significant issues which we wish to bring to your attention as a result of the work we have performed are set out on in the relevant section of this report.

Fraud and error

- We have considered the risk of material misstatement due to fraud and error.
- We have also made enquiries of management and trustees as to whether there has been any fraud or unadjusted error during the period under review. Management and trustees are not aware of any fraud or unadjusted error.

Ferring Country Centre Limited

Report to the trustees

Audit status and timetable to completion

Audit status



- We have substantially completed our audit work. This report details our main findings.
- The following key areas remain outstanding in respect of our audit:
 - Review of management information and discussion of post balance sheet events to date of financial statement sign off.
 - Receipt of signed letter of representations.
 - Receipt of signed accounts.

Timetable to completion



- The charity's AGM is to be held on 8 June 2023 where the financial statements are to be approved and signed.

Ferring Country Centre Limited

Report to the trustees

Independence

Under Auditing and Ethical Standards, we are required as auditors to confirm our independence to “those charged with governance”. In our opinion, and to be confirmed by you, we consider that for these purposes it is appropriate to designate the trustees as those charged with governance.

Our internal procedures are designed to ensure that all partners and professional staff are aware of relationships that may be considered to bear on our objectivity and independence as auditors. The principal statements of policies are set out in our firm-wide guidance. In addition, we have embedded the requirements of the standards in our methodologies, tools and internal training programmes.

The procedures require that audit engagement partners are made aware of any matters which may reasonably be thought to bear on the firm’s independence and the objectivity of the audit engagement partner and the audit staff. This document considers such matters in the context of our audit for the year ended 31 December 2022.

In addition to our audit work we have provided statutory accounts preparation services to the charity. This presents a potential threat to our independence as auditors as, in part, our audit work will be assessing the output of our accounts preparation services. During the year under review the provision of payroll services transferred to Blue Spire Limited. Similarly, to statutory accounts preparation this presents a potential independence threat. The payroll service is provided by individuals outside of the audit team and all judgements and decisions are taken by management.

Audit regulations recognise that, with smaller organisations such as your charity, a combination of services is often in the client’s best interests and so long as safeguards are in place no significant threat to audit independence arises. One of these safeguards is the existence of informed management who have been identified by the trustees as Hannah Tombs, Nicki King in addition to Linda Clark. We have discussed those safeguards with management and the chair of trustees and they have agreed that they are sufficient to mitigate any material threat to audit independence arising from the preparation, by us, of the statutory accounts for the charity.

We confirm that the firm complies with the APB Ethical Standards and, in our professional judgment, is independent and objective within the meaning of those standards

Ferring Country Centre Limited

Report to the trustees

Key accounting and audit matters

Key audit areas	Description	Auditor response, any recommendations and our conclusion
Café operations and potential tax liability	During the comparative financial year audit we raised a concern around the charity's exposure to corporate tax through its café and assorted other trading activities and provided a backdrop to trading by charities and how a tax charge could be avoided. We discussed this area in detail with management and a representative of those charged with governance with a focus on how the charity should respond to this risk which included: • Greater analysis of the relevant income and costs; and • Expansion on the use of the charity's day service customers (beneficiaries) in the operation of these activities where possible.	As part of the audit for the year under review we made an assessment of this analysis and were able to satisfy ourselves over the risk of a tax charge of does not exist. We recommend the monitoring and review of this area is continued to ensure a tax charge does not arise and provide the opportunity to respond as necessary should it be anticipated one may.

Ferring Country Centre Limited

Report to the trustees

Adjusted differences

	Statement of financial activities		Balance sheet	
	Expense	Income	Asset	Liability
	£	£	£	£
None				

Please note we have not included adjustments provided by management or those which were agreed and made as part of the accounts preparation

Ferring Country Centre Limited
Report to the trustees

Unadjusted differences – in excess of the clearly trivial figure

		Statement of financial activities		Balance sheet	
		Expense	Income	Asset	Liability
		£	£	£	£
1.	None				

Ferring Country Centre Limited

Report to the trustees

Current developments

Title	Summary	Impact on the charity
Updated guidance from the Charity Commission	<u>Internal financial controls for charities (CC8)</u> Updated by the Charity Commission on 26 April 2023, the guidance provides information on how to manage a charity's financial activity. <u>Manage financial difficulties in your charity from cost of living pressures</u> Guidance for the Commission related to financial difficulties in charities. <u>Charity Commission Annual Return 2023</u> Information on the new questions within the 2023 annual return. Please note this is in respect of years ending on or after 01 January 2023.	No specific impact, however useful information.
Charities Act 2022	Guidance and reminders are available on the Charity Commission website setting out the phased introductions of new rules and powers. <i>Changes from Spring 2023</i> • Relaxation of rules around disposing of charity land • Use of permanent endowment with Commission within limits • Charity Commission has further powers around charity names. <i>Changes from 31 October 2022</i> • Paying trustees for the provision of goods alone • Simpler requirements where charities raise too much or too little in fundraising appeals • Power to amend Royal Charters	Points of note generally with limited impact on Ferring Country Centre Limited and its ongoing activities.

FERRING COUNTRY CENTRE LIMITED

England & Wales - Charity number 297286

Accounts

Ferring Country Centre Limited

Limited by Guarantee

Trustees Report

and Financial Statements

for the year ended 31st December 2021

Registered Charity Number 297286

Registered Company Number 2086358



FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

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FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

CHARITY INFORMATION

Patron

The Duchess of Norfolk

Trustees

Robert Rogers	(Chairman)
Linda Clark	(Treasurer)
Ann Boughton-Leigh	
Jane Cole	
Anne Cook	
Peter Liverman	
Debbie Medlock	

Registered and Principal Office

Rife Way
Ferring
Worthing
West Sussex
BN12 5JZ

Registered Charity Number

297286

Registered Company Number

2086358

Key Management Personnel

Chief Executive Officer	Hannah Tombs
Head of Operations	Simon Livesley
Head of Facilities	Jason Coomber
Head of Finance	Nicola King
Head of Commercial	Samantha Kirk

Independent Auditors

Blue Spire Limited
Cawley Priory
South Pallant
Chichester
West Sussex
PO19 1SY

Bankers

National Westminster Bank Plc
South Street
Worthing
West Sussex
BN11 3AR

Solicitors

Miller Parris
3-9 Cricketers Parade
Broadwater Street West
Worthing
West Sussex
BN14 8JB

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

REPORT OF THE TRUSTEES

The Trustees have pleasure in presenting their annual report for the purposes of the Charities Act 2022the Companies Act 2006, together with the accounts 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" (FRS 102), effective 1 January 2019, in preparing the annual report and financial statements of the charity.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Ferring Country Centre is a charitable company limited by guarantee, incorporated on 31 December 1986, and registered as a charity on 29 July 1987. It is governed by the Memorandum and Articles of Association of the charitable company and is controlled by a Board of Trustees whose members are elected at the Annual General Meeting and are directors for the purposes of company law and trustees for the purposes of charity law.

Trustees

Ferring Country Centre has a Board of Trustees, who all bring their own knowledge, skills and passion to benefit the Charity. The Board elects its Chair on an annual basis. During 2021 there were no changes to the Board of Trustees, ending the year as we started with seven Trustees.

Trustees are recruited as and when a need is identified, with an emphasis on ensuring an appropriate skill set amongst the membership. The recruitment process requires potential trustees to submit their Curriculum Vitae to the Chairman of the Board. A selection process consisting of an informal visit and interview is undertaken and appointment to the Board is confirmed by the existing members and ratified at the following AGM. All new Trustees undertake a full induction programme ensuring that they are aware of their legal obligations under charity and company law. They receive copies of Ferring Country Centre's Memorandum and Articles of Association and the Charity Commission Booklet "CC3 The Essential Trustee". In line with the organisational Conflict of Interest policy, all Trustees are required to complete the Conflict of Interest, Related Party Transaction and Annual Declaration form for each year that they are in office.

The Board of Trustees meet four times per annum, these meetings run in line with the financial quarters. Board meetings follow an agreed agenda with various standing matters, including full reporting of management accounts, risk, health & safety, review of existing policies and adoption of new policies. Sub-groups of the Board are set up as and when necessary.

2021 presented us with a varied range of COVID-19 restrictions. During the year we flexed to the restrictions and, when required, used secure virtual meeting platforms to enable us to continue without interruption to our meeting schedule. We were able to hold our AGM in person in June.

In accordance with the Articles of Association, one-third of the trustees retire at the Annual General Meeting but are eligible for re-election. Our current Articles of Association were adopted at the 2019 AGM.

Decision making is undertaken by the Trustees at board meetings following briefings and discussions. The Board appoints a team of professional managers; day-to-day management of the Charity is delegated to the Chief Executive Officer and then through the post holder to the management team.

Remuneration of Key Personnel

The Chief Executive Officer's salary is reviewed annually by the Board of Trustees. The CEO, Chairman and Treasurer review all other salary rates and present their recommendations for the annual pay review to the Board for approval and subsequent implementation.

Our staffing team is our key asset in the delivery of our support work. In 2018 we committed to work towards becoming a Living Wage Foundation employer. We achieved that status in April 2019, meaning that we pay the "real living wage" which is above the national living wage set by the Government.

Equal Opportunities

Ferring Country Centre is committed to ensuring that all job applicants and employees are treated fairly and valued regardless of age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, gender, or sexual orientation and are not disadvantaged by unjust conditions or requirements. This principle applies to recruitment, promotion, training, benefits and facilities. Ferring Country Centre meets its legal obligations and promotes the spirit of equal opportunity in all fields.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

REPORT OF THE TRUSTEES

Risks

The Trustees and Management of Ferring Country Centre have given due thought and consideration to the major risks to which the Charity may be exposed and have systems in place which are designed to mitigate those risks. This includes a risk management matrix and a business continuity plan, both of which are reviewed on a regular basis. Risk is an agenda item and discussed at all Trustee meetings.

Throughout 2021 we continued to react to the great risks associated with the COVID-19 pandemic. The situation continued to be changeable and the effect of this on the organisation was the subject of ongoing action planning allowing us to mitigate the consequences of the pandemic to the best of our ability.

During 2021 we started to feel the impact of BREXIT, with some of the elements identified in our risk assessment coming to fruition, particularly those around rising costs. This is likely to remain a risk for the mid term and therefore should continue to be acknowledged.

Relationships with other organisations

As an organisation we know it is important to work in partnership with other organisations. This work continued to be in a different format during 2021 due to the ongoing pandemic situation. The reality of this has seen us establish relationships with a wider selection of organisations that have brought new opportunities to both Ferring Country Centre and those we support.

We have continued to work closely with West Sussex County Council throughout 2021, providing services to all those who access us, and doing so as safely as possible. During 2021, working alongside the Council, we were able to invite all those who had attended Ferring Country Centre prior to the pandemic to return.

The pandemic continued to limit our offer of activities, with our annual calendar of events being more restricted than in pre-pandemic times. However, we were able to hold some events including our Christmas Market.

We continue to work closely with Oak Grove College as well as other schools in our locality. During 2021 we saw one school leaver transition into our services.

Our links to our immediate community of Ferring are important to us. We ensure that we support the Parish Council when able to at all events. We are members of the Parish Council's Platinum Jubilee Committee.

We were able to offer some corporate social responsibility volunteer opportunities during 2021. These were mainly in the warmer months when activities could be outdoor based. As life continues to normalise, we look forward to extending these opportunities further.

OBJECTS AND ACTIVITIES

The Charity's objects clause as stated in its Articles of Association is:

"For the benefit of persons with learning disabilities by providing such persons with working facilities in horticulture, agriculture, crafts, equestrianism and other related matters with the aim of assisting such persons to acquire and develop vocational and social skills."

Our mission is: *"To create positive futures for customers and enable them to play a valued role in society".*

In determining how best to pursue these objects the Trustees have had regard to the Charity Commission's guidance on public benefit set out in the public benefit guides PB1, PB2 and PB3, specifically when making decisions or reviewing the Charity's aims and objectives, and in developing plans for future activities and projects.

In accordance with our objects, Ferring Country Centre benefits people with learning disabilities in the West Sussex area. This benefit is met by our Day Service and Riding Therapy offers, which are in turn supported by our commercial activities.

Placements within our Day Service are mainly made through referrals by West Sussex Country Council. We also accommodate referrals from neighbouring local authorities and to individuals on a private placement basis.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

REPORT OF THE TRUSTEES

Our aim at Ferring Country Centre is to ensure that all our Day Service Customers are given the opportunity to meet their full potential. We undertake to fulfil this aim by providing a wide and varied programme of activities throughout our Centre. Activities are reviewed regularly and we actively engage with our Day Service Customers to understand their wants and wishes for their Centre. Detailed support plans are in place for all Day Service Customers and these allow us to fully understand their needs and aspirations and help us to deliver relevant outcomes for them. We pride ourselves on delivering a high-quality person-centred service, enabling those we support to overcome barriers in order to achieve their aspirations, whatever they may be, in a safe and supportive environment.

The way in which we operate as an organisation has changed during the past 24 months. Initially this was in response to the pandemic situation, but latterly it is clear that many of the changes enforced due to the pandemic have suited us well as an organisation.

The success of an organisation such as ours is due to a blended approach, with elements of commerciality to support our charitable output. Historically, our beneficiaries were allocated to a set department; these departments in turn were responsible for both the commercial and charitable outputs. At times this approach could cause a conflict between commerciality and charitable output. Our pandemic response was to offer our day service in a 'pod' approach. This meant that we aimed to keep a consistent group of Day Service Customers, with a consistent staff member; the pod was then allocated tasks for the day. This had worked well, so as we entered 2021, we amended our structure to introduce an Operations Department that was fully responsible for our Day Service Customers.

The change in structure detailed above saw the organisation split into six main areas these being:

- Operations
- Riding School
- Dales Farm
- Ranger's Café
- Garden Centre
- Visitor Centre

All of these areas are supported by the administration, facilities and finance functions.

Our site allows us to offer a diverse range of activities to our Day Service Customers:

- Dales Farm offering opportunities to work with a wide range of animals learning animal husbandry skills.
- Riding School offering horsemanship skills.
- Garden Centre developing horticultural skills.
- Café offering hospitality skills.
- Visitor Centre offering customer service skills.

In addition to the departmental specific activities listed, the Operations Team is responsible for the dedicated Day Service Centre, which is equipped with three classrooms, an IT suite, a sensory room, a dining room and a commercial kitchen, in which cakes are produced daily for sale in Ranger's Café. The Operations Team is also responsible for the Farm Classroom, based within Dales Farm, and the Woodwork Workshop.

Our facilities are used to deliver a varied programme of developmental and therapeutic activities, which include Music, Sing and Sign, Yoga, Fitness and many more.

We continue to be committed as an organisation to providing a high standard of facilities to our Day Service Customers. We also continue to invest in site improvements which will not only expand the range of activities on offer, but ensure they are delivered in a welcoming environment.

Our Riding School offers Riding Therapy Sessions, in which both adults and children with learning and/ or physical disabilities have the opportunity to experience horse riding. Riding Therapy Sessions offer both psychological and physical benefits to riders.

As an organisation we understand the importance of the community in which we are based and, accordingly, our Centre is open to the general public seven days a week as a Riding School, Visitor attraction, Café and Garden Centre. Whilst these activities are commercially focused, in order to support our charitable activities, they also bring the wider benefit of social inclusion to those we support.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

REPORT OF THE TRUSTEES

The social inclusion with our wider community is paramount to the ongoing success of our organisation. It enables our Day Service Customers to undertake roles which are valued in society in a safe and supported environment. It also assists the understanding of learning disabilities for those who may not have experienced them in their daily life. This in turn can help to break down barriers of prejudice.

Ferring Country Centre is privileged to benefit from a committed and skilled volunteer workforce. Our volunteers bring a great deal of knowledge, passion and experience to the organisation. We are sincerely appreciative of the great value our volunteers add. We also offer volunteering opportunities across the Centre to young people aged between 12 and 18.

ACHIEVEMENTS AND PERFORMANCE

The COVID-19 pandemic situation continued to have a significant impact on Ferring Country Centre throughout 2021; once again providing us with both challenge and opportunity. We have continued to respond to the changing situation in an agile manner with the ultimate aim to continue to provide services as safely as practicably possible.

Day Service

2021 started very much as 2020 ended with the ongoing risk of COVID-19 influencing and affecting the services we provided. We entered the third period of full lockdown on 5th January 2021, with no indication on how long this would last. Our Day Services remained open to all those who wished or could attend. In the event approximately 20 people per day attended. Those on the clinically extremely vulnerable (CEV) list who were given specific guidance to once again shield stayed away. However, Day Service Customers who chose to stay away or who had not as yet returned to onsite services continued to be offered access to virtual services; a full programme of activities was on offer throughout the week.

During January access to vaccinations was made available to all staff and the majority of the workforce were pleased to have access to these. The organisation also took the decision to purchase lateral flow tests for all staff, asking them to undertake a twice weekly testing regime. As the year progressed Day Services were added to the NHS Test and Trace scheme with lateral flow tests and weekly PCR tests becoming available to us free of charge. January also saw us being able to access free personal protective equipment (PPE), with a regular monthly delivery being put into place.

February saw the launch of the Spring 2021 COVID-19 response, setting out a stepped approach to the easing of restrictions. We found that in line with each step our onsite attendance increased, with average daily numbers reaching 35 per day by the end of April. Throughout the Pandemic we have worked closely with West Sussex County Council, ensuring that services were being offered to those most in need. At the beginning of 2021 this meant we were limiting onsite space to those living at home, or within a shared lives setting, but by May it was agreed that we could extend onsite services to all those who had previously attended the Centre. This was undertaken in a phased approach with average daily attendance figures reaching 55 per day by the end of July, then increasing further to 65 per day by Autumn.

Day Services ran for the whole 12 months of 2021, throughout which we ensured that all staff and Day Service Customers adhered to our COVID-19 secure processes. This resulted in us having no COVID-19 outbreaks onsite and no linked cases. We ensured that we kept detailed contact logs and adhered to government guidance in regard to isolation of confirmed contacts.

Our Day Service Customers continued to respond well to our COVID-19 secure working environment aided by our excellent team of support workers led by Simon Livesley (Head of Operations), Dee Caulcutt (Operations Manager) and Raffaella Starace (Operations Manager). Andy Fillery and Salita Warner (Facilities Team) worked tirelessly throughout the year to ensure that high standards of hygiene were maintained throughout the site. This remained a vital element of maintaining our COVID secure environment.

Online services continued throughout the year, although they were scaled back in the Autumn as demand dipped. A varied programme of activities was on offer including fitness, yoga, quizzes, music and chat sessions organised and supported by Jackie Tomlin (Volunteer and Training Manager) and Jackie Taylor-Miller (Outreach Coordinator).

As the year progressed, we were able to start offering activities that took place outside of the Centre. These included getting out into our community and participating in the million-mile beach clean and launching the FCC walk and talk group. We also invited external tutors into the Centre to deliver activities.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

REPORT OF THE TRUSTEES

During the Autumn months we were able to officially open our two new buildings: firstly, the grand opening of our Visitor Centre by our Patron, Her Grace, the Duchess of Norfolk. The Visitor Centre houses Ranger's Café and our Shop and we used the occasion to share with those attending the pandemic stories of four of our Day Service Customers. This was a hugely successful evening and gave us the opportunity to show case some of the excellent work we undertook during the pandemic. Our second event was the opening of the Wooden Spoon Woodwork Workshop, with the building housing an additional classroom and a workshop fully equipped for our Day Service Customers to undertake a variety of woodwork activities. Joe Marler, Professional Rugby Player (England, British & Irish Lions and Harlequins) joined us for the afternoon to officially open the building.

With the risk of the Omicron variant of COVID-19 emerging towards the end of November, we reconsidered how we would mark Christmas within the Day Service. In place of our traditional Christmas Party we opted for an afternoon of Festive activities; these included a festive themed lunch, a chair disco DJ'd by one of our Day Service Customers, a pantomime performed by the management team and the launch of our Christmas video. These festive events were later shared via social media so those unable to attend were able to enjoy them.

2021 also saw us purchase a data management system for the Day Service. The transition to the new system, StoriiCare, commenced in March and continued throughout the year. The system provides us with a robust data management system which also has the ability to directly share key information between the Centre and home; this in time will be an excellent addition.

The year ended with West Sussex County Council announcing that our commissioned services contract would be extended beyond the previously extended end date of 31st March 2022 until 31st December 2023.

Commercial Activities and Animal Care

Throughout 2021 the ongoing pandemic situation continued to influence our commercial activities. The extended period of lockdown, which commenced in January and lasted until the implementation of the stepped approach to restriction easing, resulted in us only being able to offer significantly limited commercial activities in the first quarter of the year. During that time, we were able to open the Garden Centre, offer a limited take-away service from Ranger's Café and allow single households to pre-book the outdoor play area. From 29th March we were allowed to re-commence riding lessons and extend the outdoor play sessions allowing two families to attend. 12th April saw the re-opening of outdoor hospitality and outdoor attractions, which enabled us to open the Farm and allow outdoor dining in Ranger's Café. Then, 17th May saw the reintroduction of indoor hospitality and activities, meaning Ranger's Café could fully open as well as soft play.

Whilst Dales Farm and the Riding School were both closed to the general public for the first three months of 2021 they were both able to be used by Day Services, who worked closely with Farm and Stables staff to care for the animals during this time. Within the Riding School, the staff led by Helen Bridger (Riding School Manager) ensured all horses were regularly schooled maintaining their fitness and behaviour ensuring they were lesson ready for when restrictions eased.

The time that the Riding School was closed was used to implement a new riding school management system called EC Pro This programme manages all aspects of lesson bookings and rider data, as well as acting as a scheduling system for horses and instructors.

The Riding School, having launched in the latter part of 2020, was significantly impacted by the third period of lockdown and we found that the break of three months resulted in a loss of momentum, which resulted in a slow recovery once we reopened. As people gained confidence with the eased restrictions, we saw an improvement in bookings, but these were lower than initially anticipated.

As we entered the Summer further easing of restrictions allowed us for the first time in 18 months to offer riding therapy sessions, initially as one to one sessions during July and August, with small group sessions being added from September. The long break in offering riding therapy seemed to impact the demand, this being significantly lower than pre-pandemic times. We had relaunched riding therapy sessions using a similar timetable to the one in place prior to the pandemic but by the Winter it became clear we were not offering sessions at the right time, as most were offered during the working day. It was evident that we would need to offer sessions at weekends and later in the day.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

REPORT OF THE TRUSTEES

As Spring arrived, we were once again able to open Dales Farm, although ticket sales remained online which allowed us to control attendance numbers in line with our COVID-19 risk assessment. Dales Farm had an excellent summer with strong visitor numbers. All of the animals were well cared for through out the lockdown periods with Kirstie Skinner (Animal Welfare Manager) working closely with the operations team to ensure all of their needs were met.

We were able to keep Ranger's Café open, offering a limited take-away service in the first quarter of 2021. As restrictions eased, we were able to offer our full menu, initially for outside dinners only and later for indoor dinners. The café has been hugely popular in the locality and has enjoyed a good first full year of trading.

The Garden Centre, under the management of Malcolm Linfield, has enjoyed an excellent year with extremely strong sales. These were impacted by two key factors, firstly the Pandemic reignited people's passion for gardening, and secondly the new café increased footfall at the Centre. We continue to extend our reputation for excellent quality plants.

We have again throughout 2021 remained agile as an organisation, responding and adapting to the changing COVID-19 restrictions, ensuring we keep everyone as safe as practicably possible, whilst making sound decisions that will safeguard our future. The whole commercial team, led by Sam Kirk (Head of Commercial), has been key in this.

Site Development

2021 was a quieter year in regard to the development of the site, with no major building works undertaken. However, we did use the first three months of the year whilst Dales Farm was closed to the general public, to undertake some significant improvements on the pig and goat enclosures. The pig enclosure included the addition of a brick wall around the perimeter and hard standing areas within the enclosure. Similar work was carried out on the goat enclosure as well as the excellent addition of two turrets designed and built by Groves Sculpture who last year built our play castle.

An external front door was added to the Day Service building to ensure that the facility would be warmer and more weatherproof during the day; this also significantly improved the appearance of the entrance to the Day Service Building.

During the late summer we undertook notable improvement works on the Pavilion, adding in an animal first aid area for the Animal Welfare team and decorating the remainder of the space. This created a multipurpose space to be used by the Day Service and the Commercial team to offer toddler stay and play groups.

In the Autumn we planted 30 trees along the main driveway - formally named 'Charles Way', in memory of our founding chairman Charles Boughton-Leigh.

The success of the Garden Centre in the summer months led to a review of the spaces available to the Horticultural team for growing. This led to the agreement that we would invest in the regeneration of the twin span poly tunnel, with one side being benched out and allocated for growing and the remaining side being an area for Day Service Customers to use. This work began in December and will be concluded in the Spring of 2022 and will include a replacement roof and side and a new concrete base.

During December planning permission was granted for Dog Agility to take place within the Indoor Riding School. Planning restrictions were also changed on both the indoor and outdoor riding schools, allowing them to be used for mainstream riding lessons.

Much of the improvement undertaken during 2021 was done by our excellent in-house Facilities Team, under the management of Jason Coomber (Head of Facilities). The team work hard to ensure we are able to offer the very best facilities to our Day Service Customers.

Fundraising and Finance

The ongoing pandemic situation continued to impact our finances and our fundraising ability throughout 2021.

We continued to access various grants and furlough to support us during periods of full lockdown and, as matters eased, we took advantage of the Government's Kickstart scheme and employed nine young people across the site,

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

REPORT OF THE TRUSTEES

five of these went on to be given a permanent contract with the Centre and a further one was taken on as an Apprentice.

Fundraising has been impacted throughout the year because, even during times of relative freedom from restrictions, we chose to err on the side of caution and continue to limit the numbers on site at any one time. The Three Forts Marathon, a long-term supporter of the Centre, was able to hold their event in May, which was excellent news. We were also able to run a number of Christmas events, including a Christmas Fair, and the opportunity to supper or breakfast with Santa. All of these were successful events.

We received some fantastic support throughout the year from other organisations and community groups, who opted to make us their Charity of the year. We were also delighted to be the beneficiary of the Ferring Scarecrow trail, with over 70 entries around the village - they provided a great deal of Autumnal cheer.

During the year we ran two website appeals, one for the redevelopment of the Goat enclosure raising a total of £4.3k and one for the classrooms raising £2.7k. The funds raised for the goats were utilised within 2021, whilst the classroom work will take place during 2022.

Considering the ongoing pandemic situation, whilst we had a good year in terms of finances, we have continued to be pragmatic in our financial decision making and this has been made possible by the timely and first-rate work of Nicki King (Head of Finance).

Summary

2021 on the whole has been a positive year. We continued to live with and respond to the ongoing pandemic situation and we saw the arrival and roll out of the vaccine, which enabled life to be less restrictive. We were able to take small steps towards some sort of normality.

We spent the year focusing on the needs of our core beneficiaries, Adults with Learning Disabilities, ensuring that we were able to provide them with a high-quality day service in safe and secure environment. The Day Service has continued to evolve, flexing to changing needs in a changing world without losing focus on the provision of an environment in which everyone matters, feels valued and enabled to achieve their full potential.

Our work during 2021 was supported by our team of committed volunteers, who worked throughout the Centre giving their excellent and varied skills and time freely. Volunteers bring significant value to our organisation, and we are grateful for all they do. During 2021 we had 82 supporting us. We were delighted that at the beginning of December we were able to bring many of our volunteers together for a Christmas meal.

We worked with over 120 Day Service Customers during 2021, delivering a high quality, person centred and varied service to them all. Alongside this we continued to develop and grow our commercial activities. This was all achieved by the ongoing hard work and commitment of our team, both volunteer and employees, led by our dedicated management team, headed up by our excellent CEO, Hannah Tombs

2021 was an easier year than 2020 but still a very memorable one, once again presenting us with significant challenges throughout the months. As an organisation we believe that with every challenge there is also opportunity, and this allows us to approach adversity with positivity and optimism and for us to continue to grow and flourish as an organisation. We must look to the future and use the experiences of the past two years to develop ourselves and our organisation into being the very best that we can, delivering excellence to those we work with.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

REPORT OF THE TRUSTEES

FINANCIAL REVIEW

Ferring Country Centre ended the 2021 financial year with a surplus of £22.2k (2020 £14k), this equated to 1.25% of total income (2020 1.0%). COVID-19 continued to affect the financial performance of the organisation throughout 2021, with periods of closure for some of our commercial activities along with the continuation of reduced income from our Day Service contract.

We continue to invest in our site, with a focus on making sure we have excellent facilities for our Day Service Customers, this meaning they are safe, accessible, inclusive and welcoming. We have improved two enclosures on the farm, one for the pigs and one for the goats, adding sizable areas of hard standing that not only improve the conditions for the animals but also make them far more accessible for our Day Service Customers.

After another turbulent year, our finances continue to be in good health, we hold sufficient reserves should we need them and our cashflow has been stable throughout the year.

Our income for 2021 saw an increase against 2020 of £370k (25.92%), This was due to income generated through our new Ranger's Café, Dales Farm and the Garden Centre. We were able to draw on COVID-19 support grants during the year for periods of restrictions and closures.

We identify two key areas of risk, these being:

1. Our main income source is from one contract: our Day Service Contract with West Sussex County Council. (End date of 31st December 2023).
2. The ongoing effect of the COVID-19 pandemic on placements and our ability to continue to operate our commercial activities.

We mitigate the first risk by working closely with West Sussex County Council, understanding their future plans for providing services to people with learning disabilities, and ensuring that we have an approach that is adaptable to ever changing demands and needs.

Considering the second risk, the ongoing pandemic situation, whilst it must continue to be acknowledged as a risk, with time this recedes as herd immunity develops along with our understanding of the disease and the ongoing development of treatments.

The Trustees have a prudent investment strategy with little or no risk and the income generated from these resulting from investments amounted to £3.6k, a 48.8% decrease (2020 £7k). This is due to us holding a lower level of cash in 2021 than we had done throughout the year of 2020, this reduction was due to our capital expenditure during 2020.

We have continued to invest in our site during 2021, undertaking smaller improvement projects, these have seen a capital commitment of £91k throughout the year.

The Charity's reserves, as shown in notes 17 and 18 of the financial statements amounted to £919k. (2020 £815k) The Trustees consider the Charity's available cash resources, for operational purposes, have increased by 9% or £82.1k and are shown in the table below.

	2021 £	2020 £
Investments and surplus cash	1,133,054	1,047,371
Less: Restricted funds	40,275	36,722
Less: Designated funds	100,000	100,000
	<u>992,779</u>	<u>910,649</u>

The Trustees review the Reserves Policy annually and have agreed that the Charity hold reserves equivalent to 6 months' operating expenditure (expected to be £962k in 2022) to ensure the on-going delivery of its charitable objectives.

2021 produced donation income of £41k (2020 £49k) a decrease of 15%, split between Unrestricted £20k (2020 £20k) and Restricted £21k (2020 £29k). We have continued to delay the development of a detailed fundraising plan. It is

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

REPORT OF THE TRUSTEES

vital that such a plan is in line with the fundraising regulator's Code of Practice and is achievable to us as an organisation, as we look forward to a world in which we begin to live with COVID-19. This is something we will have in place by the end of 2022.

Donations, Supporters and Corporate Social Responsibility

Our sincere thanks go to all of those who give generously and support our organisation. You make it possible for us to achieve our objectives, invest in our offer and support those at the very core of our service, being any person with a Learning Disability.

In 2021 we received donations from:

Individual Donors

Tom Burstow, John and Eve Dean, Kamonchanok Suksai, Michael McKee, Mrs Wilson, Tracy Keegan, Carole Salder, Hilz Pollard, Martin Pollard, Vicky Woodard, Kenneth Carpenter and Andrea Mills

Trust, Foundations and Companies

Chiltern Charitable Trust, Southern Co-op, Rassasy, Worthing Lions, Stanford Lodge, Tendercare, Worthing and District Society of Model Engineers, Grand Council of the Order of Royal and Select Masters – Sussex, Worthing Indoor Bowling Greens Ltd, Waitrose, ACG Builders, Worthing Literacy Institute, Hill Barn Golf Club -Seniors, Merry Legs Assisted Riding, HASSRA, Littlehampton Rotary, Worthing Temple Lodge and Kreston Reeves

Legacies

We were fortunate to receive one legacy during the year.

Supporters & Corporate Social Responsibility

During 2021 as restrictions eased, we were able to offer some opportunities for corporate social responsibility, particularly through the summer months when tasks could be set outside.

We have maintained our relationships with the following supporters; Co-op Ferring, 3 Forts Marathon, Worthing Rugby Club and St Andrew's Church Ferring. We have built good relations with Ferring Parish Council through our participation with the Ferring Jubilee Committee.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

REPORT OF THE TRUSTEES

PLANS FOR FUTURE PERIODS

2022 and beyond

2021 was a year in which we continued to be influenced by the COVID-19 pandemic. As we welcomed 2022, the situation was improving greatly. Whilst COVID-19 is here to stay, and cases were increasing with the arrival of a new variant, the success of the vaccine programme allowed the Country to have a much more normal Winter. With restrictions being about mask wearing, social distancing and vaccination, rather than staying home and closure of businesses.

As we look to the future, it is clear that 2022 will be less influenced by the pandemic, and therefore, a year in which we can focus on offering the very best of services to our core beneficiaries, our Day Service Customers, we will begin to develop our links in our communities to deliver some aspects of service away from the our site, beginning to embed the new normal within our work.

2022 is likely to be a year in which we will need to closely monitor our financial performance. With inflation at the highest level we have seen in decades, matters such as BREXIT, the pandemic and the war in the Ukraine all have a significant impact in this and we must plan for uncertain times. For us as an organisation this means we must remain prudent in our spending, to ensure that growing costs have a minimal impact on our organisation and those we support.

We continue to work closely with West Sussex County Council and envisage a time within the next twelve months when our contractual placements will reach our COVID safe capacity. Our contract with West Sussex County Council has been extended beyond its previously extended end date of 31st March 2022 to 31st December 2023. Our focus for the coming year will be to ensure that we are tender ready when the new framework tender is launched. We anticipate that this will be at the beginning of 2023.

The last two years have seen a great amount of change throughout the Centre and the main focus for us as an organisation is to continue to consolidate these changes as we move forward. With a competent and enthusiastic management team alongside financial stability this will be achieved and enable us to deliver excellent services and positive outcomes to all of our beneficiaries.

Whilst we were offering online services, we commissioned two classes that focused on improving the health of our Day Service Customers, yoga and fitness. These classes have been a great success with those who attend, seeing an improvement in their mobility and overall fitness. As society opened up, we were pleased to continue these on site in the dining room. Whilst this space is adequate for the classes in the short term, it is far from ideal in the longer term, and we have therefore applied for planning permission for a purpose-built Fitness/ Dance/ Drama Studio. Once we have obtained planning permission, we will identify grant making trusts to apply for capital funding.

2022 is the third year of our five-year strategic planning period. We will review our progress and will ensure our planned direction of travel is relevant for the current world whilst remaining focused on meeting the needs of our Day Service Customers which remain central to our decision making.

Improvement works for 2022 will include refurbishment of the three classrooms in the main building, including decorating, new furniture and the addition of IT, with smartboards. We will also be resurfacing the driveway and entrance road to the front of the building.

2022 will be the first year in which our new Café and our Riding School will be fully open throughout the year. This will enable to us to gauge the revenue they are likely to generate in future years which in turn supports our core purpose. It will also be the year that the Day Service is fully open since the start of the pandemic, and this will allow us to offer a full range of activities and continue to develop our offer to ensure we create a positive future for all.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

REPORT OF THE TRUSTEES

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Ferring Country Centre Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

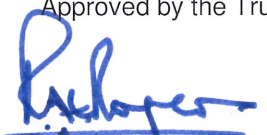
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

APPOINTMENT OF AUDITORS

Blue Spire Limited, have expressed their willingness to stand for reappointment and a resolution proposing their reappointment will be put forward at the Annual General Meeting of the charity.

This report has been prepared having taken advantage of the small companies' exemption in the Companies Act 2006.

Approved by the Trustees and signed on their behalf.



Robert A G Rogers
Trustee – Chairman

24 May 2022
Date

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

INDEPENDENT AUDITOR'S REPORT

Independent Auditor's Report to the Members of Ferring Country Centre Limited

Opinion

We have audited the financial statements of Ferring Country Centre Limited (the 'charitable company') for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Report of the Trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Report of the Trustees. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

INDEPENDENT AUDITOR'S REPORT

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the [strategic report and the]³ directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report] and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement [set out on page 11], the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, those charged with governance around actual and potential litigation and claims;
- Enquiry of entity staff to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

INDEPENDENT AUDITOR'S REPORT

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Geoffrey Frost BSc(Hons) FCA (Senior Statutory Auditor)
For and on behalf of Blue Spire Limited, Statutory Auditor

Cawley Priory
South Pallant
Chichester
West Sussex
PO19 7UY

Date

9 June 2022

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

	Note	Unrestricted Funds General £	Designated £	Restricted Funds £	2021 Total Funds £	2020 Total Funds £
INCOME AND ENDOWMENTS FROM:						
Donations and legacies	1	25,565	-	26,267	51,832	190,457
Other trading activities	2	81,258	-	1,082	82,340	5,899
Investments	3	3,567	-	-	3,567	6,965
Charitable activities	4	1,463,850	-	-	1,463,850	1,093,582
Other	5	195,260	-	-	195,260	130,019
Total		<u>1,769,500</u>	<u>-</u>	<u>27,349</u>	<u>1,796,849</u>	<u>1,426,922</u>
EXPENDITURE ON:						
Raising funds	6	399	-	-	399	513
Charitable activities	7	1,751,527	-	22,699	1,774,226	1,412,437
Total		<u>1,751,926</u>	<u>-</u>	<u>22,699</u>	<u>1,774,625</u>	<u>1,412,950</u>
Net Income/(expenditure)		17,574	-	4,650	22,224	13,972
Transfers between funds	18, 19	86,177	(85,080)	(1,097)	-	-
Net movement in funds		103,751	(85,080)	3,553	22,224	13,972
RECONCILIATION OF FUNDS						
Total funds brought forward	18	815,410	2,592,955	36,722	3,445,087	3,431,115
Total funds carried forward	18	<u>919,161</u>	<u>2,507,875</u>	<u>40,275</u>	<u>3,467,311</u>	<u>3,445,087</u>

None of the charity's other activities were acquired or discontinued during the above two financial years.

The charity has no recognised gains or losses other than those dealt with in the statement of financial activities.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

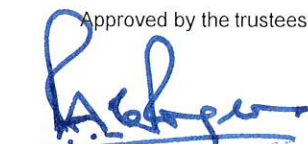
BALANCE SHEET AS AT 31 DECEMBER 2021

	Note	2021 £	2020 £
FIXED ASSETS			
Tangible assets	12	2,407,875	2,492,955
CURRENT ASSETS			
Stock of goods for resale		14,123	8,414
Debtors	13	60,823	19,942
Cash at hand and in bank		1,133,054	1,047,371
Total current assets		<u>1,208,000</u>	<u>1,075,727</u>
CURRENT LIABILITIES			
Creditors: amounts falling due within one year	14	<u>148,564</u>	<u>123,595</u>
Net current assets/(liabilities)		1,059,436	952,132
Net assets/(liabilities)		<u><u>3,467,311</u></u>	<u><u>3,445,087</u></u>
THE FUNDS OF THE CHARITY			
Restricted funds	18	40,275	36,722
Unrestricted funds			
Fixed Asset reserve	18	2,407,875	2,492,955
Designated funds	18	100,000	100,000
General funds	18	<u>919,161</u>	<u>815,410</u>
Total unrestricted funds		3,427,036	3,408,365
Total charity funds	18	<u><u>3,467,311</u></u>	<u><u>3,445,087</u></u>

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The notes on pages 22 to 32 form part of these accounts.

Approved by the trustees 24 May 2022 and signed on their behalf.


Robert A G Rogers
Trustee – Chairman

Ferring Country Centre Limited
Registered charity no.: 297286
Registered company no.: 2086358

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

STATEMENT OF CASH FLOWS

	Note	£	2021	£	£	2020	£
Net cash flow from operating activities (see below)				172,589		334,637	
Cash flow from investing activities							
Payments to acquire tangible fixed assets		(91,073)			(651,498)		
Proceeds on disposal of tangible fixed assets		600			-		
Interest received		3,567			6,965		
Net cash flow from investing activities				(86,906)		(644,533)	
Net increase/(decrease) in cash and cash equivalents				85,683		(309,896)	
Cash and cash equivalents at 1 January 2021				1,047,371		1,357,267	
Cash and cash equivalents at 31 December 2021				<u>1,133,054</u>		<u>1,047,371</u>	
Cash and cash equivalents consist of:							
Cash at bank and in hand				1,133,054		1,047,371	
Cash and cash equivalents at 31 December 2021				<u>1,133,054</u>		<u>1,047,371</u>	
Reconciliation of net income to net cash flow from operating activities							
		£	2021	£	£	2020	£
Net income for the year				22,224		13,972	
Adjusted for:							
Interest receivable		(3,567)			(6,965)		
Depreciation and impairment of tangible fixed assets		173,077			131,033		
Loss/(profit) on disposal of tangible fixed assets		2,476			14,905		
Decrease/(increase) in stock		(5,709)			(2,979)		
Decrease/(increase) in debtors		(40,881)			176,735		
Increase/(decrease) in creditors		24,969			7,936		
				150,365		320,665	
				<u>172,589</u>		<u>334,637</u>	

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

ACCOUNTING POLICIES

General information, scope and basis of the financial statements

Ferring Country Centre Limited is a private company, limited by guarantee, incorporated in England with the company number 02086358. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office and principal place of business is Rife Way, Ferring, Worthing, West Sussex, BN12 5JZ and its operations are outlined in the trustees' report.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

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.

Incoming Resources Policy Notes

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.

For donations to be recognised the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Income from government and other grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Investment income is earned through holding assets such as cash deposits and includes interest received. Interest income is recognised using the effective interest method.

Resources Expended Policy Notes

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the 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.

Staff costs, support costs and governance costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. Staff costs have been allocated between costs of raising funds, charitable activities and governance costs on the basis of time spent by staff. Support costs cannot be directly attributed to particular headings and have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources. Support costs have been allocated to charitable activities on the best estimate of the use of those resources.

Governance costs are costs associated with the general running of the charity as opposed to the day to day activities. Governance costs have been allocated to cost of charitable activities on the basis they form part of carrying out those activities.

Allocation of support costs and governance costs

Support costs and governance costs are allocated to the different activities within expenditure on charitable activities on the basis of the number of clients involved in each activity.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

ACCOUNTING POLICIES

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.

Pension costs

The charity operates a defined contribution pension scheme. Contributions to the scheme are charged to the statement of financial activities on a payable basis.

Leases

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

VAT

The Charity is registered for VAT and operates on a partial exemption basis. Costs are recorded inclusive of VAT within the SOFA where they relate to exempt supplies with other irrecoverable amounts expensed as they arise.

Taxation

The charity is considered to pass the tests set out in sections 466 to 493 Corporation Tax Act 2010 (CTA 2010), as such no income tax is payable on the charity's activities.

Fixed Assets Policy Notes

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

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:

Assets in the course of construction	- nil.
Freehold buildings	- 3.33%-5% per annum on cost.
Freehold land	- nil.
Plant & machinery	- 25% per annum on cost.
Fixtures, fittings & equipment	- 25% per annum on cost.
Motor vehicles	- 25% per annum on reducing balance basis.

Stock

Small quantities of goods such as seeds, compost, animal feed and medicines and office stationery are purchased when required. Any balance of such items on hand at the accounting date are negligible and have not been valued or shown as stock. Stocks of plants and associated materials for resale are shown in the balance sheet at the lower of cost and net realisable value.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

ACCOUNTING POLICIES

Funds Structure Policy Notes

Restricted funds

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the note 18 of these financial statements.

Unrestricted funds

Unrestricted funds 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.

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.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

NOTES TO THE FINANCIAL STATEMENTS

1. Donations and legacies

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Donations	20,030	-	21,267	41,297
Legacies	5,535	-	5,000	10,535
	<u>25,565</u>	<u>-</u>	<u>26,267</u>	<u>51,832</u>

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Donations	19,706	-	29,182	48,888
Legacies	141,569	-	-	141,569
	<u>161,275</u>	<u>-</u>	<u>29,182</u>	<u>190,457</u>

2. Other trading activities

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Fundraising event income	1,841	-	1,082	2,923
Other fundraising income	79,417	-	-	79,417
	<u>81,258</u>	<u>-</u>	<u>1,082</u>	<u>82,340</u>

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Fundraising event income	1,168	-	60	1,228
Other fundraising income	4,671	-	-	4,671
	<u>5,839</u>	<u>-</u>	<u>60</u>	<u>5,899</u>

3. Investments

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Bank interest	3,567	-	-	3,567
	<u>3,567</u>	<u>-</u>	<u>-</u>	<u>3,567</u>

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Bank interest	6,965	-	-	6,965
	<u>6,965</u>	<u>-</u>	<u>-</u>	<u>6,965</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

NOTES TO THE FINANCIAL STATEMENTS

4. Income from charitable activities

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Services to beneficiaries	909,254	-	-	909,254
Livery and Riding Therapy Unit	96,970	-	-	96,970
Horticulture	91,220	-	-	91,220
Catering Services	239,144	-	-	239,144
Small Animal Farm	100,109	-	-	100,109
Shop sales	27,153	-	-	27,153
	<u>1,463,850</u>	<u>-</u>	<u>-</u>	<u>1,463,850</u>

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Services to beneficiaries	891,562	-	-	891,562
Livery and Riding Therapy Unit	49,046	-	-	49,046
Horticulture	64,371	-	-	64,371
Catering Services	42,829	-	-	42,829
Small Animal Farm	40,924	-	-	40,924
Shop sales	4,850	-	-	4,850
	<u>1,093,582</u>	<u>-</u>	<u>-</u>	<u>1,093,582</u>

5. Other incoming resources

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Friends of Ferring Country Centre	105	-	-	105
Other miscellaneous income	146	-	-	146
Government COVID-19 support	195,009	-	-	195,009
	<u>195,260</u>	<u>-</u>	<u>-</u>	<u>195,260</u>

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Friends of Ferring Country Centre	45	-	-	45
Other miscellaneous income	-	-	-	-
Government COVID-19 support	129,974	-	-	129,974
	<u>130,019</u>	<u>-</u>	<u>-</u>	<u>130,019</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

NOTES TO THE FINANCIAL STATEMENTS

6. Raising funds

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Fundraising events cost	-	-	-	-
Other Fundraising costs	399	-	-	399
	<u>399</u>	<u>-</u>	<u>-</u>	<u>399</u>

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Fundraising events cost	-	-	-	-
Other Fundraising costs	513	-	-	513
	<u>513</u>	<u>-</u>	<u>-</u>	<u>513</u>

7. Expenditure on charitable activities

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Direct costs	208,344	-	4,379	212,723
Personnel costs	396,231	-	-	396,231
Depreciation	54,774	-	-	54,774
Disposal of fixed assets	2,507	-	-	2,507
Support costs (see note 8)	1,089,671	-	18,320	1,107,991
	<u>1,751,527</u>	<u>-</u>	<u>22,699</u>	<u>1,774,226</u>

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Direct costs	103,410	-	18,017	121,427
Personnel costs	584,758	-	-	584,758
Depreciation	45,359	-	-	45,359
Disposal of fixed assets	14,672	-	-	14,672
Support costs (see note 8)	638,907	-	7,314	646,221
	<u>1,387,106</u>	<u>-</u>	<u>25,331</u>	<u>1,412,437</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

NOTES TO THE FINANCIAL STATEMENTS

8. Support costs

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Staffing costs	692,066	-	-	692,066
Premises costs	189,219	-	14,388	203,607
Governance and administrative costs	71,646	-	3,200	74,846
Depreciation	118,304	-	-	118,304
Client costs	10,797	-	732	11,529
Legal and professional fees	7,639	-	-	7,639
	<u>1,089,671</u>	<u>-</u>	<u>18,320</u>	<u>1,107,991</u>

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Staffing costs	325,814	-	-	325,814
Premises costs	166,225	-	4,655	170,880
Governance and administrative costs	46,257	-	2,659	48,916
Depreciation	85,674	-	-	85,674
Client costs	6,973	-	-	6,973
Legal and professional fees	7,964	-	-	7,964
	<u>638,907</u>	<u>-</u>	<u>7,314</u>	<u>646,221</u>

9. Auditors' remuneration

	Unrestricted Funds		Restricted Funds	2021 Total Funds
	General £	Designated £	£	£
Audit	5,250	-	-	5,250
Payroll services	1,800	-	-	1,800
	<u>7,050</u>	<u>-</u>	<u>-</u>	<u>7,050</u>

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Audit	5,250	-	-	5,250
Payroll services	1,800	-	-	1,800
	<u>7,050</u>	<u>-</u>	<u>-</u>	<u>7,050</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

NOTES TO THE FINANCIAL STATEMENTS

10. Wages and salary cost

	2021 Total Funds £	2020 Total Funds £
Gross wages	982,439	828,026
Employer's national insurance costs (net of employment allowance)	61,256	53,801
Pension costs	16,961	16,211
Termination payments - Full and final settlement	8,500	-
	<u>1,069,156</u>	<u>898,038</u>
	2021	2020
Staff numbers:		
Average head count	<u>68</u>	<u>55</u>
Analysed by function:		
Livery, RTU and riding school	6	10
Horticulture	2	5
Café, shop, farm and visitor centre	25	26
Day service and client development	27	1
Facilities	4	5
Management and administration	4	8
	<u>68</u>	<u>55</u>
Calculated on a full-time equivalent basis, analysed by function:		
Livery, RTU and riding school	4	7
Horticulture	2	4
Café, shop, farm and visitor centre	13	16
Day service and client development	20	1
Facilities	3	4
Management and administration	4	6
	<u>46</u>	<u>38</u>

There were no employees with emoluments (excluding employer pension costs) above £60,000 in this or the preceding year

The number of staff to whom retirement benefits are accruing under defined contribution schemes

	2021	2020
Livery, RTU and riding school	3	8
Horticulture	1	5
Café, shop, farm and visitor centre	37	17
Day service and client development	1	1
Facilities	3	3
Management and administration	4	6
	<u>49</u>	<u>40</u>

Defined contribution pension scheme

The charity operates a defined contribution pension scheme for its employees. Employer contributions to the scheme during the year under review amounted to £16,961 (2020: £16,211) with £2,782 (2020: £5,851) payable at the balance sheet date in respect of employer and employee contributions. Pension costs are allocated to charitable activities and support costs on the basis of the activities the employee is involved in.

No trustee received any remuneration from employment or other benefits with the charity during the year under review nor the comparative year.

During the year under review 5 (2020: 5) members of the charity's staff, identified as key management personnel, received employee benefits totalling £195,367 (2020: £185,873) consisting of salary and employer's pension contributions. The charity reimbursed expenses and met costs on behalf of key management personnel incurred during the fulfilment of their responsibilities in the year totalling £2,016 (2020: £668).

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

NOTES TO THE FINANCIAL STATEMENTS

11. Related party transactions

Donations totalling £50 (2020: £nil) were received from the charity's trustees in the form of donations without conditions attached. Donations totalling £2,365 (2020: £10) were received from the trustees with conditions attached in the year.

During the year under review four (2020: three) children of key management personnel were employed on a part time basis and received employee benefits totalling £36,500 (2020: £2,710) between them.

There were no other transactions with related parties that require disclosure in the financial statements.

12. Fixed assets

	Land & Buildings £	Plant & Machinery £	Fixtures, Fittings & Equipment £	Motor Vehicles £	TOTAL £
<i>Cost</i>					
At 1 January 2021	3,257,616	252,259	144,564	55,085	3,709,524
Additions	16,751	5,811	68,511	-	91,073
Disposals	-	(5,700)	-	(7,300)	(13,000)
At 31 December 2021	<u>3,274,367</u>	<u>252,370</u>	<u>213,075</u>	<u>47,785</u>	<u>3,787,597</u>
<i>Depreciation</i>					
Accumulated at 1 January 2021	940,290	182,103	60,684	33,492	1,216,569
Charge for the year	100,300	27,087	40,693	4,997	173,077
On disposals	-	(5,431)	-	(4,493)	(9,924)
At 31 December 2021	<u>1,040,590</u>	<u>203,759</u>	<u>101,377</u>	<u>33,996</u>	<u>1,379,722</u>
Net book value at 31 December 2021	<u>2,233,777</u>	<u>48,611</u>	<u>111,698</u>	<u>13,789</u>	<u>2,407,875</u>
Net book value at 31 December 2020	<u>2,317,326</u>	<u>70,156</u>	<u>83,880</u>	<u>21,593</u>	<u>2,492,955</u>

13. Debtors

	Unrestricted Funds		Restricted Funds	2021 Total Funds	2020 Total Funds
	General £	Designated £	£	£	£
<i>Within one year</i>					
Trade debtors	12,092	-	-	12,092	2,473
Prepayments	46,063	-	-	46,063	17,469
Other debtors	2,668	-	-	2,668	-
	<u>60,823</u>	<u>-</u>	<u>-</u>	<u>60,823</u>	<u>19,942</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

NOTES TO THE FINANCIAL STATEMENTS

14. Creditors

	Unrestricted Funds		Restricted Funds	2021 Total Funds	2020 Total Funds
	General £	Designated £	£	£	£
Trade creditors	26,312	-	-	26,312	36,604
Other taxes and social security costs	16,575	-	-	16,575	19,468
VAT Payable	50,034	-	-	50,034	23,207
Other creditors	-	-	-	-	22,382
Accruals and deferred income	55,643	-	-	55,643	21,934
	<u>148,564</u>	<u>-</u>	<u>-</u>	<u>148,564</u>	<u>123,595</u>

15. Capital commitments

The charity had no capital commitments at the balance sheet nor the comparative year end.

16. Commitments under operating leases

	2021 Total Funds	2020 Total Funds
	£	£
At 31 December the charity had total minimum lease payments under operating leases in respect of vehicles which expire as follows:		
In less than one year	7,339	7,339
Later than one year and not later than five years	3,059	10,398
	<u>10,398</u>	<u>17,737</u>

Total lease payments in relation to vehicles recognised as an expense in the year were £7,339.

	2020 Total Funds	2019 Total Funds
	£	£
At 31 December the charity had total minimum lease payments under operating leases in respect of office equipment which expire as follows:		
In less than one year	509	509
later than one year and not later than five years	-	509
	<u>509</u>	<u>1,018</u>

Total lease payments in relation to office equipment recognised as an expense in the year were £509.

17. Analysis of net assets between funds

	Unrestricted Funds			Restricted Funds	2021 Total Funds	2020 Total Funds
	General £	Fixed Asset £	Designated £	£	£	£
Tangible assets	-	2,407,875	-	-	2,407,875	2,492,955
Current assets	1,067,725	-	100,000	40,275	1,208,000	1,075,727
Current liabilities	(148,564)	-	-	-	(148,564)	(123,595)
	<u>919,161</u>	<u>2,407,875</u>	<u>100,000</u>	<u>40,275</u>	<u>3,467,311</u>	<u>3,445,087</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

NOTES TO THE FINANCIAL STATEMENTS

18. Analysis of net movement in funds

	Year ended 31 December 2021				
	Total funds brought forward £	Total incoming resources £	Total resources expended £	Transfers between funds £	Total funds carried forward £
<i>Restricted funds</i>					
Café	8,644	-	(8,000)	-	644
Catering	585	-	-	-	585
Client	3,353	-	(732)	-	2,621
Farm	266	4,628	(303)	-	4,591
Horti	6	7,000	(909)	(1,097)	5,000
RTU	9,287	6,509	(4,379)	-	11,417
Woodwork Shop	6,612	-	(5,077)	-	1,535
Other restricted funds	7,969	9,212	(3,299)	-	13,882
	<u>36,722</u>	<u>27,349</u>	<u>(22,699)</u>	<u>(1,097)</u>	<u>40,275</u>
<i>Unrestricted funds</i>					
Fixed Asset reserve	2,492,955	-	-	(85,080)	2,407,875
	<u>2,492,955</u>	<u>-</u>	<u>-</u>	<u>(85,080)</u>	<u>2,407,875</u>
Designated funds - The charity's trustees have designated funds for the following purposes:					
New café and toilets	-	-	-	-	-
Woodwork Shop	-	-	-	-	-
Central area redevelopment	-	-	-	-	-
Site electrics	-	-	-	-	-
COVID-19 client response	100,000	-	-	-	100,000
Total designated funds	<u>100,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>100,000</u>
General reserves	815,410	1,769,500	(1,751,926)	86,177	919,161
Total unrestricted funds	<u>3,408,365</u>	<u>1,769,500</u>	<u>(1,751,926)</u>	<u>1,097</u>	<u>3,427,036</u>
Total funds	<u>3,445,087</u>	<u>1,796,849</u>	<u>(1,774,625)</u>	<u>-</u>	<u>3,467,311</u>
	Year ended 31 December 2020				
	Total funds brought forward £	Total incoming resources £	Total resources expended £	Transfers between funds £	Total funds carried forward £
<i>Restricted funds</i>					
Café	12,911	-	(3,009)	(1,258)	8,644
Catering	585	-	-	-	585
Client	4,499	-	(1,146)	-	3,353
Farm	646	-	(380)	-	266
Horti	278	-	(272)	-	6
RTU	22,591	227	(13,531)	-	9,287
Woodwork Shop	6,818	20,124	(330)	(20,000)	6,612
Other restricted funds	5,741	8,891	(6,663)	-	7,969
	<u>54,069</u>	<u>29,242</u>	<u>(25,331)</u>	<u>(21,258)</u>	<u>36,722</u>
<i>Unrestricted funds</i>					
Fixed Asset reserve	1,987,395	-	-	505,560	2,492,955
	<u>1,987,395</u>	<u>-</u>	<u>-</u>	<u>505,560</u>	<u>2,492,955</u>
Designated funds - The charity's trustees have designated funds for the following purposes:					
New café and toilets	224,000	-	-	(224,000)	-
Woodwork Shop	25,000	-	-	(25,000)	-
Central area redevelopment	59,000	-	-	(59,000)	-
Site electrics	200,000	-	-	(200,000)	-
COVID-19 client response	-	-	-	100,000	100,000
Total designated funds	<u>508,000</u>	<u>-</u>	<u>-</u>	<u>(408,000)</u>	<u>100,000</u>
General reserves	881,651	1,397,680	(1,387,619)	(76,302)	815,410
Total unrestricted funds	<u>3,377,046</u>	<u>1,397,680</u>	<u>(1,387,619)</u>	<u>21,258</u>	<u>3,408,365</u>
Total funds	<u>3,431,115</u>	<u>1,426,922</u>	<u>(1,412,950)</u>	<u>-</u>	<u>3,445,087</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

NOTES TO THE FINANCIAL STATEMENTS

Description of funds

Café	Funds received to support the charity's Café which is open to the General Public as well as providing training and skills for our Day service customers.
Catering	Funds received to support the charity's Catering department provide the equipment that enables our Day Service Customers to learn and develop catering skills.
Client	Funds received to support the charity's Day Service Customers and enables them to learn and develop skills that they can use in everyday life.
Farm	Funds received to support the charity's Dales Farm; allowing us to enhance the facilities to provide training and opportunities to our Day Service Customers.
Horti	Funds received to support the charity's Horticultural department by providing the tooling and other provisions to enable our Day Service Customers to learn and develop skills.
RTU	Funds received to support the charity's Riding Therapy Unit to allow us to support our Day Service Customers and the Riders who attend the Centre to ride the horses as a beneficial therapy.
Woodwork Shop	Funds received to support the charity's Woodwork shop allowing us to build, purchase tools and supplies to enable our Day Service Customers in learning woodwork skills.
Other restricted funds	Other funds received to support the charity in other restricted projects.
Fixed asset reserve	Representing the balance of fixed assets held by the charity.
New café and toilets	Funds have been designated by the trustees from reserves for the completion of a purpose-built Café and Visitor Information Centre with shop; completed in 2020.
Woodwork shop	Funds have been designated by the trustees from reserves for the completion of a purpose-built Woodwork/Craft shop; completed in 2020.
Central area redevelopment	Funds have been designated by the trustees from reserves to redevelop the Central area to include the Garden Centre to improve access and security.
Site electrics	Funds have been designated by the trustees from reserves to upgrade the sites Electrics including a new Sub Station; starting in 2019 and completed in 2020.
COVID-19 client response	Funds have been designated by the trustees from reserves to improve and develop contact and resources for the Centre's clients who have lost access during the COVID-19 pandemic.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

NOTES TO THE FINANCIAL STATEMENTS

19. Transfers between funds

From	To	Unrestricted Funds			Restricted Funds
		General £	Fixed Asset £	Designated £	
<i>Transfer 1</i>					
Horti	Fixed Asset reserve	-	1,097	-	(1,097)
General reserves	Fixed Asset reserve	86,177	(86,177)	-	-
		<u>86,177</u>	<u>(85,080)</u>	<u>-</u>	<u>(1,097)</u>

Transfer from restricted funds and designated funds on acquisition of fixed assets and completion of projects.

<u>86,177</u>	<u>(85,080)</u>	<u>-</u>	<u>(1,097)</u>
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20. Financial instruments

The carrying amounts of the charity's financial instruments are as follows:

	2021 Total Funds £	2020 Total Funds £
<i>Financial assets</i>		
Debt instruments measured at amortised cost:		
Trade debtors	<u>12,092</u>	<u>2,473</u>
	<u>12,092</u>	<u>2,473</u>
<i>Financial liabilities</i>		
Measured at amortised cost:		
Trade creditors	26,312	36,604
Other creditors	-	22,382
	<u>26,312</u>	<u>58,986</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

NOTES TO THE FINANCIAL STATEMENTS

21. Comparative statement of financial activities

	Note	Unrestricted Funds General £	Designated £	Restricted Funds £	2020 Total Funds £
INCOME AND ENDOWMENTS FROM:					
Donations and legacies	1	161,275	-	29,182	190,457
Other trading activities	2	5,839	-	60	5,899
Investments	3	6,965	-	-	6,965
Charitable activities	4	1,093,582	-	-	1,093,582
Other	5	130,019	-	-	130,019
Total		1,397,680	-	29,242	1,426,922
EXPENDITURE ON:					
Raising funds	6	513	-	-	513
Charitable activities	7	1,387,106	-	25,331	1,412,437
Total		1,387,619	-	25,331	1,412,950
Net Income/(expenditure)		10,061	-	3,911	13,972
Transfers between funds	18, 19	(76,302)	97,560	(21,258)	-
Net movement in funds		(66,241)	97,560	(17,347)	13,972
RECONCILIATION OF FUNDS					
Total funds brought forward	18	881,651	2,495,395	54,069	3,431,115
Total funds carried forward	18	815,410	2,592,955	36,722	3,445,087

Ferring Country Centre Limited

REPORT TO THE TRUSTEES

Audit for the year ended 31 December 2021

Ferring Country Centre Limited

Report to the trustees

Contents

Introduction and terms of reference



We set out the objectives of our audit, its scope and summarise our findings

Audit status and timetable to completion



We set out any matters required prior to completion of the audit and the timescale for these

Independence



We confirm our independence

Key accounting and audit matters



We discuss audit findings

Adjusted and unadjusted differences



We set out any adjustments made during the course of our audit and any differences which remain unadjusted

Current technical Developments



We set out the current accounting, regulatory and corporate governance developments that are relevant to the charity.

Ferring Country Centre Limited

Report to the trustees

Introduction and terms of reference

Introduction

- This report summarises the scope of our work and the key audit and accounting matters arising from our audit of the financial statements for the charity, including those matters identified at the planning stage.
- The report is prepared solely for the use of the management and trustees of Ferring Country Centre Limited and should not be shown to any other person without our express permission in writing. We do not accept responsibility for this report to any other person and we hereby disclaim any and all such liability.
- We have substantially completed our audit work in respect of the financial statements for the year ended 31 December 2021 and anticipate issuing an unqualified audit opinion.
- This report covers those matters we believe to be material in the context of our work.

Audit scope

The scope of our work, as agreed in our Engagement Letter, was to carry out an audit in accordance with International Standards on Auditing (UK and Ireland) of the charity's financial statements prepared under United Kingdom Generally Accepted Accounting Practice (UK GAAP), Companies Act and the requirements of the Charities SORP.

In addition it was to form an opinion on whether:

- The financial statements give a true and fair view of the state of the charity's affairs as at 31 December 2021 and of the surplus or deficit for the year then ended;
- The financial statements have been properly prepared in accordance with UK GAAP, Companies Act 2006 and the Charities SORP;
- The information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements and in accordance with applicable legal requirements.

We are also required to consider whether:

- Adequate accounting records have been kept by the charity, or returns adequate for our audit have not been received, or
- The financial statements are not in agreement with the accounting records and returns, or
- Certain disclosures of any trustees' remuneration specified by law are not made, or
- We have not received all the information and explanations we require for our audit, or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the directors' report and take advantage of the small companies exemption from the requirement to prepare a strategic report.

Ferring Country Centre Limited

Report to the trustees

Introduction and terms of reference

Key accounting and audit matters

- Café operations and potential tax liability

Materiality and unadjusted differences

- Materiality is considered to be £33,500 for the financial statements as a whole;
- However, we are required to bring to your attention any audit adjustments that we have identified but which management are not proposing to adjust above the clearly trivial figure of £1,700.

Systems and controls

- As part of our audit procedures we have documented the processes and controls on, and performed walkthrough tests of, the key transaction streams that impact the financial statements.
- We should point out that, as the purpose of the audit is to form an opinion on the charity's financial statements, our examination cannot necessarily be expected to disclose all shortcomings in systems and controls.
- Significant issues which we wish to bring to your attention as a result of the work we have performed are set out on in the relevant section of this report.

Fraud and error

- We have considered the risk of material misstatement due to fraud and error.
- We have also made enquiries of management and trustees as to whether there has been any fraud or unadjusted error during the period under review. Management and trustees are not aware of any fraud or unadjusted error.

Ferring Country Centre Limited

Report to the trustees

Audit status and timetable to completion

Audit status



- We have substantially completed our audit work. This report details our main findings.
- The following key areas remain outstanding in respect of our audit:
 - Review of management information and discussion of post balance sheet events to date of financial statement sign off.
 - Receipt of signed letter of representations.
 - Receipt of signed accounts.

Timetable to completion



- The charity's AGM is to be held on 9 June 2022 where the financial statements are to be approved and signed.



Ferring Country Centre Limited

Report to the trustees

Independence

Under Auditing and Ethical Standards, we are required as auditors to confirm our independence to “those charged with governance”. In our opinion, and to be confirmed by you, we consider that for these purposes it is appropriate to designate the trustees as those charged with governance.

Our internal procedures are designed to ensure that all partners and professional staff are aware of relationships that may be considered to bear on our objectivity and independence as auditors. The principal statements of policies are set out in our firm-wide guidance. In addition, we have embedded the requirements of the standards in our methodologies, tools and internal training programmes.

The procedures require that audit engagement partners are made aware of any matters which may reasonably be thought to bear on the firm’s independence and the objectivity of the audit engagement partner and the audit staff. This document considers such matters in the context of our audit for the year ended 31 December 2021.

In addition to our audit work we have provided statutory accounts preparation services to the charity. This presents a potential threat to our independence as auditors as, in part, our audit work will be assessing the output of our accounts preparation services. During the year under review the provision of payroll services transferred to Blue Spire Limited. Similarly, to statutory accounts preparation this presents a potential independence threat. The payroll service is provided by individuals outside of the audit team and all judgements and decisions are taken by management.

Audit regulations recognise that, with smaller organisations such as your charity, a combination of services is often in the client’s best interests and so long as safeguards are in place no significant threat to audit independence arises. One of these safeguards is the existence of informed management who have been identified by the trustees as Hannah Tombs, Nicki King in addition to Linda Clark. We have discussed those safeguards with management and the chair of trustees and they have agreed that they are sufficient to mitigate any material threat to audit independence arising from the preparation, by us, of the statutory accounts for the charity.

We confirm that the firm complies with the APB Ethical Standards and, in our professional judgment, is independent and objective within the meaning of those standards

Ferring Country Centre Limited

Report to the trustees

Key accounting and audit matters

Key audit areas	Description	Auditor response, any recommendations and our conclusion
Café operations and potential tax liability	During the course of our audit we noted the increased income of the café which in the year to 31 December 2021 which could be liable to corporation tax. There are exemptions from direct tax for charities where trading activity and income is: • Primary purpose (what the charity exists to do or carried out by beneficiaries); • Ancillary (exercised in the course of primary purpose trading but not directly); • Below the small trades exemption (scaled to an upper limit of £80,000 turnover); • Derived from VAT exempt fundraising events. In respect of Ferring Country Centre Limited we shall discuss below the considerations over each of the exemptions above. <i>Primary purpose</i> To qualify for this exemption the activity needs to be part of what the charity exists for or be carried out 'mainly' by beneficiaries. The use of 'mainly' refers to at least 50% of the staffing being made up by beneficiaries. We understand the staffing structure would not meet the 'mainly' requirement and even if it were it could be argued the operation of a café does not sit within the objects generally. [Please find more information over the page]	It is our assessment the café operation would be considered a 'mixed trade' as the work is not mainly carried out by the charity's beneficiary class and sales would be made to the general public whom are not in attendance for the other activities noted in the ancillary section of the subsequent page and adjoining column. Where income is considered to be a mixed trade the tax position must be calculated as if there were two entirely separate trades. In using the assessment of ancillary and non-ancillary sales it would be a fair expectation the majority of sales are to those people attending the site to make use of the Farm, Garden Centre and Riding School with the total of sales to those who are not well below the small trades exemption. Furthermore, in respect to the small trading limits there is a reasonable expectation argument available where it can be argued that at the start of the year there was a reasonable expectation the charity would not exceed these limits. It would be fair to have an expectation at the start of the financial year 2021 activities could continue to be limited by government interventions with further lockdowns in response to COVID-19. Looking ahead we understand the trustees and the charity's management have a valid expectation and desire income from the café will increase again in the year to 31 December 2022. [Please find our recommendation and conclusion over the page]

Ferring Country Centre Limited

Report to the trustees

Key accounting and audit matters

Ancillary

Ancillary trading is intrinsically linked to the charity carrying out primary purposes. For Ferring Country Centre Limited it could be argued the sale of food and drink to people visiting the site for the Farm, Garden Centre and Riding School being activities within the objects would be classed as ancillary.

However the sale of food any drink to the general public would not be included.

Small trading

The small trading exemptions are set based upon a charity's total income as set out in the table below:

Total charity income	Permitted trading income
Under £32,000	£8,000
£32,001 to £320,000	25% of total income
Over £320,000	£80,000

In the year to 31 December 2021 the café income was £228,000 and therefore over the £80,000 limit detailed above and should it be concluded the activity does not fall within one of the exemptions above tax would be payable on the profits derived from it. When reviewing total income and departmentalised expenditure for this area we note a breakeven position before the allocation of depreciation.

VAT fundraising activities

This exemption was include for completeness, however is not relevant in relation to the café operation.

Our recommendation and conclusion:

We recommend the charity establishes a trading subsidiary to house the café operation, with the intention of any profits derived from it being paid away to the charity to extinguish a tax charge within the Corporation Tax and Companies Act.

A trading subsidiary's carrying on the activities of a café will be 100% within the realm of corporation tax on its profits with the exemptions detailed across not being applicable.

Whilst even with the increased income it is likely the sales to the general public would remain below the small trades threshold we recommend the entirety of the operation is routed through a trading subsidiary as it would avoid any ambiguity over whether the activity meets the exemptions and potential challenge from HMRC.

Additionally a trading subsidiary would protect the charitable funds should there be any issues with the café operation itself.

We can provide a separate paper on how this would work logistically and operationally.

Ferring Country Centre Limited

Report to the trustees

Adjusted differences

	Statement of financial activities		Balance sheet	
	Expense	Income	Asset	Liability
	£	£	£	£
None				

Please note we have not included adjustments provided by management or those which were agreed and made as part of the accounts preparation

Ferring Country Centre Limited

Report to the trustees

Unadjusted differences – in excess of the clearly trivial figure

		Statement of financial activities		Balance sheet	
		Expense	Income	Asset	Liability
		£	£	£	£
1.	None				

Ferring Country Centre Limited

Report to the trustees

Current developments

Title	Summary	Impact on the charity
Updated guidance from the Charity Commission	<u>Coronavirus (COVID-19) guidance for the charity sector</u> Last updated 25 March 2022 The Charity Commission has continued to update its guidance due to the ever evolving pandemic. <u>Charity purposes and rules</u> Last updated 23 March 2022 The Charity Commission has provides guidance on the rules you must follow to govern your charity. <u>Safeguarding for charities and trustees</u> Last updated 11 November 2021 The Charity Commission has provides guidance on your responsibilities to keep everyone who comes into contact with your charity safe from harm.	No specific impact, however useful information.
Charities Act 2022	The Charities Act 2022 gained Royal Assent in February 2022 with an implementation plan issued in April 2022. This is an amending Act and builds upon the Charities Act 2011 and covers the following main areas of change including: • Amending charitable purposes; <i>greater alignment between the regimes for companies, CIOs and trusts</i> • Amending constitutions of CIOs and unincorporated charities; <i>generally simplified with uncertainties removed and valid from when resolutions passed</i> • Disposing of charity land; <i>more flexibility to charities in the regime and requirements</i> • Ex gratia payments; <i>giving statutory power to make payments of up to £20,000 on a sliding scale</i> • Permanent endowment; <i>includes new powers to borrow from permanent endowments and to make social investments</i>	Points of note generally with limited impact on Ferring Country Centre Limited and its ongoing activities.

FERRING COUNTRY CENTRE LIMITED

England & Wales - Charity number 297286

Accounts

Ferring Country Centre Limited

Limited by Guarantee

Trustees Report

and Financial Statements

for the year ended 31st December 2020

Registered Charity Number 297286

Registered Company Number 2086358

Ferring Country Centre

The logo for Ferring Country Centre features the name in a blue serif font, arched over a thick, curved orange line.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

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FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

CHARITY INFORMATION

Patron

The Duchess of Norfolk

Trustees

Robert Rogers	(Chairman)
Linda Clark	(Treasurer)
Anne Cook	
Jane Cole	
Debbie Medlock	
Peter Liverman	
Ann Boughton-Leigh	

Registered and Principal Office

Rife Way
Ferring
Worthing
West Sussex
BN12 5JZ

Registered Charity Number

297286

Registered Company Number

2086358

Key Management Personnel

Chief Executive Officer	Hannah Tombs
Head of Operations	Simon Livesley
Head of Facilities	Jason Coomber
Head of Finance	Nicola King
Head of Communications	Samantha Kirk

Independent Auditors

Blue Spire Limited
Cawley Priory
South Pallant
Chichester
West Sussex
PO19 1SY

Bankers

National Westminster Bank Plc
South Street
Worthing
West Sussex
BN11 3AR

Solicitors

Miller Parris
3-9 Cricketers Parade
Broadwater Street West
Worthing
West Sussex
BN14 8JB

Memberships

Fundraising Regulator
Living Wage Foundation

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

REPORT OF THE TRUSTEES

The Trustees have pleasure in presenting their annual report for the purposes of the Charities Act 2011 and the Companies Act 2006, together with the accounts 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" (FRS 102) effective 1 January 2019, in preparing the annual report and financial statements of the charity.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Ferring Country Centre is a charitable company limited by guarantee, incorporated on 31 December 1986, and registered as a charity on 29 July 1987. It is governed by the Memorandum and Articles of Association of the charitable company and is controlled by a Board of Trustees whose members are elected at the Annual General Meeting and are directors for the purposes of company law and trustees for the purposes of charity law.

Trustees

Ferring Country Centre has a Board of Trustees, who all bring their own knowledge, skills, and passion to benefit the Charity. The Board elects its Chair on an annual basis. During 2020 there were no changes to the Board of Trustees, ending the year as we started with 7 Trustees.

Trustees are recruited as and when a need is identified, with an emphasis on ensuring an appropriate skill set amongst the membership. The recruitment process requires potential trustees to submit their Curriculum Vitae to the Chairman of the Board. A selection process consisting of an informal visit and interview is undertaken and appointment to the Board is confirmed by the existing members and ratified at the following AGM. All new Trustees undertake a full induction programme ensuring that they are aware of their legal obligations under charity and company law. They receive copies of Ferring Country Centre's Memorandum and Articles of Association and the Charity Commission Booklet "CC3 The Essential Trustee". In line with the organisational Conflict of Interest policy, all Trustees are required to complete the Conflict of Interest, Related Party Transaction and Annual Declaration form for each year that they are in office.

Historically the Board have met six times per year. However, in January 2020 it was agreed that this would move to a quarterly format with meeting dates to run in line with quarterly management accounts. Thus, 2020 became a transition year moving from six to four meetings. Board meetings follow an agreed agenda with various standing matters, including full reporting of management accounts, risk, health & safety, and review of policies. Sub-groups of the Board are set up as and when necessary.

In response to the restrictions in place as a result of COVID-19 the Board of Trustees has continued to meet without interruption or hindrance; this has mainly taken place using internet based secure meeting platforms.

In accordance with the Articles of Association, one-third of the trustees retire at the Annual General Meeting but are eligible for re-election. Our current Articles of Association were adopted at the 2019 AGM.

Decision making is undertaken by the Trustees at board meetings following briefings and discussions. The Board appoints a team of professional managers; day-to-day management of the Charity is delegated to the Chief Executive Officer and then through the post holder to the management team.

Remuneration of Key Personnel

The Chief Executive Officer's salary is reviewed annually by the Board of Trustees. The CEO, Chairman and Treasurer review all other salary rates and present their recommendations for the annual pay review to the Board for approval, and subsequent implementation.

Our staffing team is our key asset in the delivery of our support work. In 2018 we committed to work towards becoming a Living Wage Foundation employer. We achieved this status in April 2019, meaning that we pay the "real living wage" which is above the national living wage set by the Government.

Equal Opportunities

Ferring Country Centre is committed to ensuring that all job applicants and employees are treated fairly and valued regardless of sex, disability, age, race, marital status, sexual orientation, religion, colour, ethnic or national origin and are not disadvantaged by unjust conditions or requirements. This principle applies to recruitment, promotion, training, benefits and facilities. Ferring Country Centre meets its legal obligations and promotes the spirit of equal opportunity in all fields.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

REPORT OF THE TRUSTEES

Risks

The Trustees and Management of Ferring Country Centre have given due thought and consideration to the major risks to which the Charity may be exposed and have systems in place which are designed to mitigate those risks. This includes a risk management matrix and a business continuity plan, both of which are reviewed on a regular basis. Risk is an agenda item and discussed at all Trustee meetings.

Throughout 2020 we have been reacting to the great risks associated with the COVID-19 pandemic. The ongoing effects on the Centre have been subject to discussion and detailed action planning as we have continued to mitigate the consequences of the pandemic.

During 2019 the management team produced a BREXIT risk assessment, which identified key risks for the organisation and put into place mitigations. HM Government's progress during 2020 in securing a deal with the European Union was closely monitored. In the event, a deal was struck as 2020 came to an end and there was no significant adverse effect on the Centre. We are continuing to closely monitor BREXIT implications as the impact of the agreement is felt in 2021.

Relationships with other organisations

Ferring Country Centre seeks, whenever possible, to work in partnership with other organisations. During 2020 this has taken on a different form from previous years, due to the significant COVID-19 pandemic restrictions we have been living under. When venturing out of the first lockdown period in the Spring of 2020, working alongside our peers became invaluable as we worked closely together to understand how we would be able to offer a safe onsite service to our Day Service Customers.

We continue to have an excellent relationship with West Sussex County Council. During 2020 we have worked closely with each other to ensure that we are able to provide services to those who needed us most, as safely as possible whilst we have been unable to offer our usual capacity. Those living with parents/unpaid carers, or within a shared lives setting were deemed to be our first priority.

The pandemic situation during 2020 has led to the cancellation of many of the activities in our annual calendar.

We have continued to work closely with our local schools and colleges, particularly Oak Grove College. The pandemic situation resulted in no school leavers transitioning to the Centre during 2020. However, we have a number of transitioning school leavers due to join us in 2021. We also continue to work closely with other services and charities as well as with our own local community.

We look forward to a time when all of these relationships can return to a more normal format.

We have been unable to offer corporate social responsibility volunteer opportunities during 2020 due to the risk of COVID-19. However, we have continued to develop relations to ensure that, when we are able too, we will resume the offer.

OBJECTS AND ACTIVITIES

The Charity's objects clause as stated in its Articles of Association is:

"For the benefit of persons with learning disabilities by providing such persons with working facilities in horticulture, agriculture, crafts, equestrianism and other related matters with the aim of assisting such persons to acquire and develop vocational and social skills."

Our mission is: *"To create positive futures for customers and enable them to play a valued role in society".*

In determining how best to pursue these objects the Trustees have had regard to the Charity Commission's guidance on public benefit set out in the public benefit guides PB1, PB2 and PB3, specifically when making decisions or reviewing the Charity's aims and objectives, and in developing plans for future activities and projects.

In accordance with our objects, Ferring Country Centre benefits people with learning disabilities in the West Sussex area. This benefit is met by our Day Service and Riding Therapy offer, which is in turn supported by our commercial activities.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

REPORT OF THE TRUSTEES

Placements within our Day Service are mainly made through referrals by West Sussex Country Council. We also accommodate referrals from neighbouring local authorities and to individuals on a private placement basis.

Our aim at Ferring Country Centre is to ensure that all our Day Service Customers are given the opportunity to meet their full potential. We undertake to fulfil this aim by providing a wide and varied programme of activities throughout our Centre. Activities are reviewed regularly, and we actively engage with our Day Service Customers to understand their wants and wishes for their Centre. Detailed support plans are in place for all Day Service Customers, these allows us to fully understand their needs and aspirations and helps us to deliver relevant outcomes for them. We pride ourselves on delivering a high-quality person-centred service, enabling those we support to overcome barriers in order to achieve their aspirations whatever they may be in a safe and supportive environment.

Ferring Country Centre is split into four main delivery areas, these being Dales Farm, Riding School, Garden Centre and Catering. [Catering includes Rangers Cafe and the Day Services Canteen.] Each area has a primary objective to deliver services to our Day Services Customers. In addition, they each have a secondary objective, which is to build or grow a commercial activity in order to support the organisation as a whole as well as allow for future development.

Our site offers a range of activities to our Day Service Customers:

- Dales Farm offers the opportunity to work with a wide range of animals learning animal husbandry skills.
- The Riding School offering horsemanship skills.
- The Garden Centre develops horticultural skills.
- The Catering Department offering cooking and baking opportunities.

In addition to these activities, we have a dedicated Day Service Centre which is equipped with two classrooms, a sensory room, and an IT suite.

All of these are used to offer a varied programme of both developmental and therapeutic activities. Sadly, due to the pandemic, the Work Enablement Programme had to be put on hold.

As an organisation we are committed to providing modern and appropriate facilities for our Day Service Customers. During 2020 we have continued to invest in our site which enables us to expand the wide range of activities on offer to our Day Service Customers. We will continue to use our surpluses to re-invest in our facilities which in turn will support the expansion of activities on offer within our service.

In addition to our Day Service, we offer Riding Therapy Sessions, allowing children and adults with learning and/or physical disabilities the opportunity to experience horse riding. These sessions offer both a physical and psychological benefit to those who attend.

As a Centre we understand the importance of the community around us. Subject to COVID-19 pandemic restrictions, our Centre is open to the general public seven days a week as a visitor attraction, café, and garden centre. These activities are commercially focused in order to support our charitable activities. However, they also bring a wider benefit, that being social inclusion for those whom we support.

The social inclusion with our wider community is paramount to the ongoing success of our organisation. It enables our Day Service Customers to undertake roles which are valued in society in a safe and supported environment. It also assists the understanding of learning disabilities for those who may not have experienced them in their daily life, this in turn can help to break down barriers of prejudice.

We actively engage in partnerships with other charities, groups, and organisations. This enables us to share our site and facilities with some of the most vulnerable in our community, who would otherwise not be able to access our Centre. We look forward to a time when all of these relationships can return to a more normal format.

Ferring Country Centre offers a range of volunteering opportunities and we benefit from a skilled and committed volunteer workforce. As an organisation we understand and appreciate the great value volunteers add. Bringing into our Centre much knowledge, passion, and experience. At weekends we offer volunteering opportunities to young people between the ages of 12 and 18, providing them with the chance to develop either horsemanship or animal husbandry skills.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

REPORT OF THE TRUSTEES

ACHIEVEMENTS AND PERFORMANCE

The COVID-19 pandemic taking hold in March 2020 has had a significant impact on Ferring Country Centre. This has provided us as an organisation with both challenges and opportunities. Throughout the year we have responded to restrictions and frequently adjusted our model accordingly with creativity and agility. All organisational activity ceased when the news broke on the 23rd March 2020 that the whole of the country would be going into a period of full lockdown.

Day Service

At the beginning of March 2020, we found that the number of Day Service Customers attending onsite service dropped significantly due to the impending risk of COVID-19. By the middle of March and in line with the announcement schools would be closing we took the difficult decision that we should only be offering onsite services to those most vulnerable from social isolation, but less vulnerable from COVID-19. The reduced service commenced on Monday 23rd March and ran for one day only, due to the government's further announcement that we would be entering a period of full lockdown meaning we must all stay at home. The decision was taken at this time to fully suspend day service with immediate effect.

Our initial response to the full closure of day service was to ensure that we were able to make contact with all Day Service Customers and those supporting them on a weekly basis. We also immediately turned our thoughts to how we would be able to offer support to our beneficiaries during this unprecedented time. It was never an option to do nothing, so with limited experience of digital support we concluded that Social Media would be a good starting point. In the early days Facebook proved to be a very useful tool and our initial virtual offer was a mix of Facebook posts, calls, and messages alongside traditional phone calls.

As lockdown continued into May the Government launched its "our plan to rebuild" document mapping out the initial easing of restrictions which included the plan to reopen schools from the beginning of June. We were hopeful that this would be the date that we would be able to begin to offer onsite services to our Day Service Customers. Using the Government's COVID-secure workplace plans we immediately undertook to ensure that we were able to offer a COVID secure environment for all users of our Centre. We developed a COVID-19 secure induction for all staff along with a robust COVID-19 risk assessment. With the support of West Sussex County Council, we welcomed our first tranche of Day Service Customers back at the end of June. From that date we regularly increased numbers and by September we were providing onsite services for up to 50 Day Service Customers per day.

Since the first lockdown period we have responded and flexed our organisational activities in line with the relevant levels of restrictions. We have at no time since the first lockdown ceased onsite Day Services. However, we have reduced them during periods of full lockdown, mainly due to high numbers of Day Service Customers on the Clinically Extremely Vulnerable list who are required to shield during periods of national lockdown.

We operated the Day Service for a period of six months between June and December adhering strictly to our processes and are extremely proud that during this period we had no COVID-19 outbreaks onsite, nor did we have to ask any Day Service Customer to isolate due to attending the Centre.

Our Day Service Customers have responded well to our COVID-19 secure working environment aided by our excellent team of support workers led by Simon Livesley (Head of Operations), Dee Caulcutt (Farm and Customer Development Manager) and Jackie Tomlin (RTU Manager). Andy Fillery and Salita Warner (Facilities team) have worked tirelessly throughout the year to ensure that high standards of hygiene are maintained throughout the site. This has been a vital element of maintaining our COVID secure environment.

We have continued to develop our virtual support since the start of restrictions. By the autumn we were offering two online sessions per day via ZOOM for anyone unable to access onsite services. These have included Music, Yoga and Fitness and have proven to be very popular and provided a lifeline to many of those who access them. We have had some outstanding feedback and can see that such services would provide benefit in a post pandemic world.

We were unable to offer any onsite Day Service events during 2020. However, we were able to offer a virtual Christmas Disco via ZOOM. DJ Dave Hunt set up in the Café and we streamed the disco; a good evening was enjoyed by all. We also marked the festive season by recording our first Ferring Country Centre Staff Christmas video. This was shared on social media for all our Day Service Customers to enjoy.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

REPORT OF THE TRUSTEES

Commercial Activities and Animal Care

As we closed the Centre in March 2020, we needed to ensure that we had plans in place for animal care, under Kirstie Skinner's supervision. Our contingency plans were to have dedicated teams working alternate weeks, to ensure the work was evenly spread out between the team and that contacts were limited. With no work for the horses, all were turned out into the fields with their shoes removed. This action significantly reduced the running cost of our horse stock.

During the first week of the first lockdown, it was clear that there was a demand for gardening materials and plants. With a huge amount of hard work and commitment from Malcolm Linfield (Horticulture Manager) and Sam Kirk (Head of Communications) we were quickly able to launch an online garden centre, offering local delivery generating over £15,000 in the first three weeks of operation.

The relaxation of the restriction during the summer months allowed us to open Dales Farm. In order to restrict numbers, we moved to an online booking system. This was extremely successful, allowing us to offer a morning and afternoon session each day. The impact on income was minimal and we found that instead of our usual busy and quiet days that all days were fairly consistent. During this period, with the Café build still underway, we once again made use of the horse box trailer. The rear terrace area of the Café was safe to use and with the agreement of the contractor we used this in conjunction with the horse box to offer an outdoor café. Both of these ventures were popular.

Except for animal care and the Garden Centre, during the first lockdown it was a case of lock the doors and work from home.

We have been agile throughout the year as restrictions have changed, navigating how to run our organisation in a COVID-19 secure manner in order to keep everyone safe and to be able to open our commercial activities. The shop facility on our website has been invaluable during this time, as has our social media presence.

Riding Therapy Sessions were risk assessed at the beginning of March and this resulted in us deeming them to be too high risk to continue. Initially we anticipated the worst-case scenario would be suspension until September 2020, but as the year progressed it became clear that it was likely to be a much longer period of time. We had 12 horses on site with no purpose. After due consideration and in line with guidance it was concluded, whilst riding therapy was a long way off, an alternative to secure revenue would be to move to a mainstream riding school model. Helen Bridger took lead of this project and in August we launched our Riding School. In the long term the Riding School will offer both mainstream and therapy sessions, remaining true to our roots whilst being able to generate more income via, the more profitable mainstream offer.

In September we took the decision to cease operating as a livery provider. The rationale for this was two-fold, firstly offering a service to our livery customers in a manner that also ensured the safety of our Day Service Customers due to COVID-19 became increasingly challenging as day service attendance grew during the summer. It was clear that whilst all other livery providers were able to fully open and offer use of all facilities, we were in fact having to do the very opposite to reduce risk of cross contamination between livery and day service. Secondly, with the introduction of our mainstream riding school, the cessation of livery activities allowed us additional stabling space and absolute flexibility for the use of our arenas.

In October we were able to open our new Ranger's Café, offering a bright and vibrant setting to enjoy our delicious menu designed by our Head Chef Anatolij Genija. Income was strong throughout the month, but sadly the opening was short lived as November saw us enter a second period of full lockdown. We managed to open for a further short period during December which again showed promising trade, but with tier four restrictions in place from Boxing Day we were once again shutting our doors.

Site Development

2020 commenced with a number of large projects either planned or underway, including improvements to the Garden Centre sales area, improvements to the Nature Trail, completion of the new Café build and commencement through to completion of the Woodwork Workshop project. In addition, we were able to make significant improvements to the surface of the work area and the entrance to the Garden Centre; this was one of the opportunities to arise out of the pandemic situation with the site closed; it was the safest time to undertake such disruptive work.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

REPORT OF THE TRUSTEES

The improvement of the Garden Centre sales area commenced with new close board fencing around the perimeter, followed by the installation of an undercover walkway complete with new paving. This makes a stunning focal point for the Garden Centre whilst being practical by giving shelter to our stock from the elements.

In the early summer, the improvement works to the south and west sides of the Nature Trail were completed. The Nature Trail is now useable all year round, providing a surface suitable for our horses to be ridden on and for our Day Service Customers to walk on.

The early summer also saw the improvement work to the Garden Centre entrance, with new concrete being laid to solve the surface water issue we have experienced each time we have rain, and then continued into the work area, finishing with a roadway, making this a useable area all year round.

As the summer turned to autumn our long-awaited Café and Visitor Information Centre was completed and signed off by building control at the beginning of October. This provides us with a stylish café and a vibrant Visitor Information Centre and shop, offering a professional welcome to the Centre. As part of the final build, we added new fencing and a climbing wall to the Play Area, making a significant improvement of the presentation. The building of the Café and Visitor Centre was significantly impacted by the pandemic, we had initially anticipated that we would be open in the late spring. Spitfire, the contractor remained on site throughout lockdown, but supplies of materials became increasingly challenging, this also led to an increased build cost.

The autumn period also saw the completion of the building of Woodwork Workshop which was funded by a grant from the Wooden Spoon charity. A last-minute adjustment to the building included the addition of a party wall splitting a third of the building and turning it into a classroom. This was motivated by the need to ensure that we had plenty of indoor space as the winter set in. The final fit out of the Woodwork side remains outstanding as we have utilised the space to offer additional indoor space whilst we continue to respond to the COVID-19 pandemic.

Over the past two years we have been upgrading the electrics across the site. We were very aware that we needed to upgrade our incoming electrical supply and at the end of 2019 we appointed contractors to undertake the installation of our own substation. Contractors were in place at the beginning of 2020, with work due to commence in the early spring. This was delayed due to the lockdown and work did not commence until the early summer. After a number of delays our substation was energised at the end of September allowing the Café to be powered up.

At the end of October our new Castle was installed in our Play Area, crafted by Groves Sculpture and sponsored by Milton Lloyd fragrances, making a stunning addition to be enjoyed by all.

Our onsite facilities team continue to lead the site development, managing contractors and delivering quality inhouse improvements, which in 2020 included the addition of new aviaries at the entrance to Dales Farm. This is all done under the direction of Jason Coomber (Head of Facilities). This work will continue into 2021 and beyond.

Fundraising and Finance

Fundraising activities were impacted significantly during 2020. We were unable to offer most of our events. For a number of years, we have enjoyed the excellent support of the Three Forts Marathon, which is held annually in May; but sadly, this was cancelled.

The pandemic lockdown tier system that was in place during the late autumn allowed for seated events to take place. With this in mind it was clear that within the restrictions we would be able to offer a seated Christmas event. Sam Kirk taking the reins with the support of our local Vicar, the Reverend Gary Ingram of St Andrew's Ferring, we planned a crib service in 10 days. Tickets went on sale and sold out within two and a half hours; so, we offered an additional evening. The services were extremely successful, and we were delighted to be able to offer a Christmas celebration for our community to enjoy. The proceeds of the ticket sales were split equally between Ferring Country Centre and St Andrew's Church Ferring.

Since the start of the pandemic the government have put into place a number of financial support packages, including the Job Retention Scheme and Hospitality and Leisure industry grants. We have ensured that we have accessed all funding streams that are relevant to us and these have been greatly beneficial. We have been pragmatic in our financial decisions throughout the year, always keeping an eye to the future utilising resources to ensure are ready to reopen fully as soon as possible. Sound financial management has been made possible by the excellent work of Nicki King (Head of Finance).

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

REPORT OF THE TRUSTEES

Summary

We have spent the year responding to the pandemic, changing many of our working practices. Some of the changes implemented were in line with our Strategic Plan, such as splitting out the Day Services from our Commercial activities. This is something that we would have implemented over a number of years, but due to our response to the pandemic has been achieved within the first year of our five-year strategic period.

The core focus of Ferring Country Centre is to offer high quality Day Service to our Day Service Customers; making sure that we offer services in a flexible and person centred manner, in an environment where everyone matters, feels valued and is enabled to achieve their full potential. Therefore, able to enjoy a positive future. Our Day Services will continue to evolve in response to an ever-changing world, ensuring we continue to meet the needs of those who access our services.

During 2020 we have been supported by 40 volunteers, working throughout our Centre, giving their time and skills freely. We are truly grateful for all they do for our organisation, adding significant value and bringing a variety of experience. Volunteering was suspended for the initial lockdown period in the spring and re-introduced over the summer period. The pandemic has impacted volunteer numbers due to many being in higher risk categories and therefore not returning to volunteering in the short term.

The ongoing commitment and hard work of our team, both volunteers and employees led by our dedicated management team, enables us to deliver our excellent work, offering high quality services to our Day Service Customers alongside the ongoing development and growth of our commercial activities.

Whilst all members of staff must be and are thanked for their continuing work for Ferring Country Centre during what was a very unsettling year, the greatest thanks must go to our CEO, Hannah Tombs, who has navigated the Charity through previously uncharted waters with calmness, care, leadership and great sense. Without doubt, the charity is in its sound and stable position due to her leadership and the support of her senior management team.

2020 was a year few will ever forget; the challenges and opportunities faced have been large and frequent. They have however, made us stronger, more adaptable, more experienced. This strength, adaptability and experience means we are well equipped for the future. 2021 will continue to be influenced by the pandemic situation, but as we move through the year the impact should lessen as restrictions ease. We must look to the future and a time when life is more normal with positivity and optimism, a time when we will continue to develop our site and bring our Strategic Plan to life and continue to deliver exceptional services to those who need them.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

REPORT OF THE TRUSTEES

FINANCIAL REVIEW

Ferring Country Centre ended the 2020 financial year with a surplus of £14k (2019 £276k), this equated to 1.0% of total income (2019 15.5%). Our financial performance in 2020 has been significantly affected by the COVID-19 pandemic. This has resulted in periods of closure for our commercial activities and reduction in income from our Day Services contract.

During 2020 we have continued to invest in our site, with the completion of our central area revamp and our new Rangers Café, along with our new Woodwork Workshop. We have also utilised the periods of closure to our Day Service Customers and the general public to undertake site improvements which would have normally caused significant disruption. All of the work undertaken on site improvements is to ensure that we have a fit for purpose site which will support our future growth and development both commercially and charitably.

After a challenging 2020, our finances continue to be in good health. We hold sufficient reserves to be used if needed. These allow us to respond appropriately to unexpected situations.

Income during the 2020 year saw a decrease against 2019 of £349k (19.6%), This was mainly due to a reduction in legacy income of £372k (72.4% lower than last year). We saw a reduction in our charitable income of £109k (9%); Due to COVID-19 our contracted income from West Sussex County Council was reduced by 20% for the period July – December 2020.

We identify two key areas of risk, these being:

1. Our main income source is from one contract: our Day Service Contract with West Sussex County Council. (end date of 31st March 2022).
2. The ongoing effect of the COVID-19 pandemic on placements and our ability to continue to operate our commercial activities.

To mitigate the first risk, we are working closely with West Sussex County Council to understand their aspirations for day opportunities as we move towards a new tender opportunity. By doing this we ensure that our day service remains relevant to those who wish to access our services.

Regarding the second risk, the pandemic situation seems to be improving, but it is likely that it will continue to affect us as an organisation, those we serve and the wider population for the foreseeable future. We will continue to monitor the situation as it changes and flex our offer accordingly.

The Trustees have a prudent investment strategy with little or no risk and the income generated from these resulting from investments amounted to £7k, a 22.3% decrease (2019 £9k). This is due to a reduction in cash held in accounts due to our capital investments.

During 2020 we have continued to invest significantly in our site. We have spent £62k (2019 £97k) on expensed site improvements and £651k (2019 £471k) on acquiring tangible fixed assets. The key additions in 2020 have been the completion of the Café project, the upgrade of the Horticulture area, including the fencing and the undercover walkway, the electrical substation and the Woodwork Workshop build. (2019 Commencement of the Café; upgrading of the radio system). The Charity's reserves, as shown in notes 17 and 18 of the financial statements amounted to £815k (2019 £882k). The Trustees consider the Charity's available cash resources, for operational purposes, have increased by 14.5% or £115k and are shown in the table below.

	2020 £	2019 £
Investments and surplus cash	1,047,371	1,357,267
Less: Restricted funds	36,722	54,069
Less: Designated funds	100,000	508,000
	<u>910,649</u>	<u>795,198</u>

The Trustees review the Reserves Policy annually and have agreed that the Charity hold reserves equivalent to 6 months' operating expenditure (expected to be £785k in 2021) to ensure the on-going delivery of its charitable objectives.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

REPORT OF THE TRUSTEES

Ferring Country Centre invites donations passively through the promotion of its activities and causes and does not actively pursue donations from the general public. We are registered with the Fundraising Regulator and conduct all fundraising activities in accordance with their code of practice.

2020 produced donation income of £49k (2019 £38k) an increase of 29%. Unrestricted £20k (2019 £12k) Restricted £29k (2019 £22k). We had planned to have a detailed fundraising plan in line with the fundraising regulator's Code of Practice implemented by the end of 2020, due to COVID-19 this has been placed on hold in order to ensure we have in place a plan which is deliverable in a post COVID-19 world, currently it is not clear on what this world will look like. We would envisage this will become clearer during 2021 which will allow a suitable plan to be in place by the end of the current year.

Donations, Supporters and Corporate Social Responsibility

Our sincere thanks goes to all of those who give generously and support our organisation. You make it possible for us to achieve our objectives, invest in our offer and support those at the very core of our service, that being any person with a Learning Disability.

In 2020 we received donations from:

Individual Donors

Mr & Mrs Wilson; John & Eve Dean; M McKee; Tom Burstow, Tracey Keegan; Ken Carpenter; Vicki Woodard; and R.Hart.

Trust, Foundations and Companies

Waitrose Green Token Scheme; Sussex Masonic Charitable Foundation; Chiltern Charitable Trust; Wooden Spoon; Girls in the Neighbourhood; Worthing Unified Open Bowls; Hill Barn Golf Club; Worthing Literary Institute; Charities Trust; Milton Lloyd Fragrances

Legacies

We were fortunate to receive three legacies within the year.

Supporters & Corporate Social Responsibility

Unlike previous years, due to COVID-19, we were unable to allow Corporate Social Responsibility days at the Centre. With many organisations closed or staff working from home, 2020 has proved a difficult year to build new corporate partnerships.

We have maintained a virtual relationship with Co-Op Ferring, Acorn Food Services, Southern Water, GSK, 3 Forts Marathon (run by local Rotary Clubs), Highdown Rotary Club, Worthing Rugby Club and East Preston Festival. We hope to further develop these and new relationships in 2021.

Building links with the business community and working in conjunction with them not only raises awareness of our Charity and builds benefits in kind, through their volunteering hours, but also creates invaluable opportunities in the areas of Corporate Social Responsibility (CSR) and Public Relations (PR) for those companies.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

REPORT OF THE TRUSTEES

PLANS FOR FUTURE PERIODS

2021 and beyond

2020 was an unprecedented year, and as we enter 2021 the COVID-19 pandemic continues, and the subsequent impact will be felt for a significant period of time still to come, likely the whole of the year. We are unsure how this will affect our charitable and commercial activities for the foreseeable future. Therefore, we will need to remain flexible and responsive, which in turn will assist us with mitigating the risk the pandemic poses to our organisation.

As we look to the future, we are fortunate that we have completed our key developments on the site and thus our site is fit for purpose as we move forward to a new normal. This is complemented by our resilient and skilled management team and strong financial position which will enable us to build a positive future for all who need and use the Centre.

We are working closely with West Sussex County Council in our response to COVID-19, with the expectation that by the early Summer all Day Service Customers who wish to return to service at Ferring Country Centre will be able to do so. To aid the transition back to service, the Trustees designated funds to support an Outreach Coordinator role. We will continue to offer virtual services throughout 2021.

Our current contract period with West Sussex County Council is due to end in March 2022. We are anticipating that a tender process will be underway by Summer 2021. It is likely that there will be a move away from "Day Services" to "Day Opportunities" with an emphasis on community involvement and engagement. The addition of the Outreach Coordinator role will allow us to evolve our work in community, learning lessons of what works well and not so well ahead of committing to outcomes within the tender process.

We implemented a staffing structure that reflects the split of Day Service (operational team) away from the commercial activities at the beginning of 2021. This enables the Management and Staff to focus on their core area of responsibility, ensuring that we offer an exemplar service across our whole organisation. Within this move we have been able to commit more management hours to the vital role of volunteer coordination, which will sit within the operations team.

We have designated £100k (2020 £508k) to support our ambition to develop our day service further. This money is committed as a COVID-19 response fund and will be used to support those who have had no or limited access to onsite services for the past 12 months through the appointment of an Outreach Coordinator.

2021 is the second year of our five-year strategic plan period. We will review progress made to date and refine our plans for the forthcoming year, keeping focus at all time on the needs of our Day Service Customers ensuring they remain at the very core of all that we do and all of the decisions we make.

We need to consolidate the changes, both planned and unplanned, that we have made during 2020 and therefore 2021 will be a year of stabilisation and recovery for the organisation, working together to create a positive future for all.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

REPORT OF THE TRUSTEES

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Ferring Country Centre Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

APPOINTMENT OF AUDITORS

Blue Spire Limited, have expressed their willingness to stand for reappointment and a resolution proposing their reappointment will be put forward at the Annual General Meeting of the charity.

This report has been prepared having taken advantage of the small companies' exemption in the Companies Act 2006.

Approved by the Trustees 7 May 2021 and signed on their behalf.



Robert A G Rogers
Trustee – Chairman

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

INDEPENDENT AUDITOR'S REPORT

Independent Auditor's Report to the Members of Ferring Country Centre Limited

Opinion

We have audited the financial statements of Ferring Country Centre Limited (the 'charitable company') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Report of the Trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the Report of the Trustees. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

INDEPENDENT AUDITOR'S REPORT

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the [strategic report and the]³ directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report] and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement [set out on page 11], the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management, those charged with governance around actual and potential litigation and claims;
- Enquiry of entity staff to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at:

<https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for->

FERRING COUNTRY CENTRE LIMITED

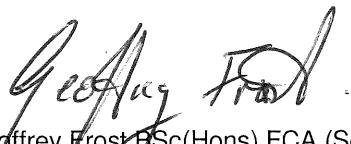
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

INDEPENDENT AUDITOR'S REPORT

[auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx](#). This description forms part of our auditor's report

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Geoffrey Frost BSc(Hons) FCA (Senior Statutory Auditor)
For and on behalf of Blue Spire Limited, Statutory Auditor

Cawley Priors
South Pallant
Chichester
West Sussex
PO19 7UY

Date

12 July 2021

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

	Note	Unrestricted Funds General £	Designated £	Restricted Funds £	2020 Total Funds £	2019 Total Funds £
INCOME AND ENDOWMENTS FROM:						
Donations and legacies	1	161,275	-	29,182	190,457	551,101
Other trading activities	2	5,839	-	60	5,899	11,800
Investments	3	6,965	-	-	6,965	8,960
Charitable activities	4	1,093,582	-	-	1,093,582	1,202,683
Other	5	130,019	-	-	130,019	1,076
Total		<u>1,397,680</u>	<u>-</u>	<u>29,242</u>	<u>1,426,922</u>	<u>1,775,620</u>
EXPENDITURE ON:						
Raising funds	6	513	-	-	513	1,374
Charitable activities	7	1,256,073	131,033	25,331	1,412,437	1,498,580
Total		<u>1,256,586</u>	<u>131,033</u>	<u>25,331</u>	<u>1,412,950</u>	<u>1,499,954</u>
Net Income/(expenditure)		141,094	(131,033)	3,911	13,972	275,666
Transfers between funds	18, 19	(207,335)	228,593	(21,258)	-	-
Net movement in funds		(66,241)	97,560	(17,347)	13,972	275,666
RECONCILIATION OF FUNDS						
Total funds brought forward	18	881,651	2,495,395	54,069	3,431,115	3,155,449
Total funds carried forward	18	<u>815,410</u>	<u>2,592,955</u>	<u>36,722</u>	<u>3,445,087</u>	<u>3,431,115</u>

None of the charity's other activities were acquired or discontinued during the above two financial years.

The charity has no recognised gains or losses other than those dealt with in the statement of financial activities.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

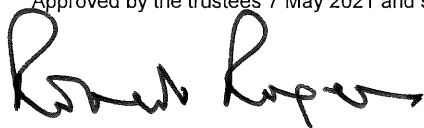
BALANCE SHEET AS AT 31 DECEMBER 2020

	Note	2020		2019	
		£	£	£	£
FIXED ASSETS					
Tangible assets	12		2,492,955		1,987,395
CURRENT ASSETS					
Stock of goods for resale		8,414		5,435	
Debtors	13	19,942		196,677	
Cash at hand and in bank		<u>1,047,371</u>		<u>1,357,267</u>	
Total current assets		<u>1,075,727</u>		<u>1,559,379</u>	
CURRENT LIABILITIES					
Creditors: amounts falling due within one year	14	<u>123,595</u>		<u>115,659</u>	
Net current assets/(liabilities)			952,132		1,443,720
Net assets/(liabilities)			<u><u>3,445,087</u></u>		<u><u>3,431,115</u></u>
THE FUNDS OF THE CHARITY					
Restricted funds	18		36,722		54,069
Unrestricted funds					
Designated funds	18	2,592,955		2,495,395	
General funds	18	<u>815,410</u>		<u>881,651</u>	
Total unrestricted funds			3,408,365		3,377,046
Total charity funds	18		<u><u>3,445,087</u></u>		<u><u>3,431,115</u></u>

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The notes on pages 22 to 31 form part of these accounts.

Approved by the trustees 7 May 2021 and signed on their behalf.



Robert A G Rogers
Trustee – Chairman

Ferring Country Centre Limited
Registered charity no.: 297286
Registered company no.: 2086358

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

STATEMENT OF CASH FLOWS

	Note	£	2020	£	£	2019	£
Net cash flow from operating activities (see below)				334,637		224,630	
Cash flow from investing activities							
Payments to acquire tangible fixed assets		(651,498)			(471,320)		
Interest received		6,965			8,960		
Net cash flow from investing activities				(644,533)		(462,360)	
Net increase/(decrease) in cash and cash equivalents				(309,896)		(237,730)	
Cash and cash equivalents at 1 January 2020				1,357,267		1,594,997	
Cash and cash equivalents at 31 December 2020				<u>1,047,371</u>		<u>1,357,267</u>	
Cash and cash equivalents consist of:							
Cash at bank and in hand				1,047,371		1,357,267	
Cash and cash equivalents at 31 December 2020				<u>1,047,371</u>		<u>1,357,267</u>	
Reconciliation of net income to net cash flow from operating activities							
		£	2020	£	£	2019	£
Net income for the year				13,972		275,666	
Adjusted for:							
Interest receivable		(6,965)			(8,960)		
Depreciation and impairment of tangible fixed assets		131,033			151,412		
Loss/(profit) on disposal of tangible fixed assets		14,905			-		
Decrease/(increase) in stock		(2,979)			(1,397)		
Decrease/(increase) in debtors		176,735			(169,993)		
Increase/(decrease) in creditors		7,936			(22,098)		
				320,665		(51,036)	
				<u>334,637</u>		<u>224,630</u>	

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

ACCOUNTING POLICIES

General information, scope and basis of the financial statements

Ferring Country Centre Limited is a private company, limited by guarantee, incorporated in England with the company number 02086358. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The registered office and principal place of business is Rife Way, Ferring, Worthing, West Sussex, BN12 5JZ and its operations are outlined in the trustees' report.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

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.

Incoming Resources Policy Notes

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.

For donations to be recognised the Charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Charity and it is probable that they will be fulfilled.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the Charity. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Income from government and other grants are recognised at fair value when the Charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Investment income is earned through holding assets such as cash deposits and includes interest received. Interest income is recognised using the effective interest method.

Resources Expended Policy Notes

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the 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.

Staff costs, support costs and governance costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. Staff costs have been allocated between costs of raising funds, charitable activities and governance costs on the basis of time spent by staff. Support costs cannot be directly attributed to particular headings and have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources. Support costs have been allocated to charitable activities on the best estimate of the use of those resources.

Governance costs are costs associated with the general running of the charity as opposed to the day to day activities. Governance costs have been allocated to cost of charitable activities on the basis they form part of carrying out those activities.

Allocation of support costs and governance costs

Support costs and governance costs are allocated to the different activities within expenditure on charitable activities on the basis of the number of clients involved in each activity.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

ACCOUNTING POLICIES

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.

Pension costs

The charity operates a defined contribution pension scheme. Contributions to the scheme are charged to the statement of financial activities on a payable basis.

Leases

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

VAT

The Charity is registered for VAT and operates on a partial exemption basis. Costs are recorded inclusive of VAT within the SOFA where they relate to exempt supplies with other irrecoverable amounts expensed as they arise.

Taxation

The charity is considered to pass the tests set out in sections 466 to 493 Corporation Tax Act 2010 (CTA 2010), as such no income tax is payable on the charity's activities.

Fixed Assets Policy Notes

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

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:

Assets in the course of construction	- nil.
Freehold buildings	- 3.33%-5% per annum on cost.
Freehold land	- nil.
Plant & machinery	- 25% per annum on cost.
Fixtures, fittings & equipment	- 25% per annum on cost.
Motor vehicles	- 25% per annum on reducing balance basis.

Stock

Small quantities of goods such as seeds, compost, animal feed and medicines and office stationery are purchased when required. Any balance of such items on hand at the accounting date are negligible and have not been valued or shown as stock. Stocks of plants and associated materials for resale are shown in the balance sheet at the lower of cost and net realisable value.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

ACCOUNTING POLICIES

Funds Structure Policy Notes

Restricted funds

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the note 18 of these financial statements.

Unrestricted funds

Unrestricted funds 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.

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.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS

1. Donations and legacies

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Donations	19,706	-	29,182	48,888
Legacies	141,569	-	-	141,569
	<u>161,275</u>	<u>-</u>	<u>29,182</u>	<u>190,457</u>

	Unrestricted Funds		Restricted Funds	2019 Total Funds
	General £	Designated £	£	£
Donations	11,951	-	25,633	37,584
Legacies	513,517	-	-	513,517
	<u>525,468</u>	<u>-</u>	<u>25,633</u>	<u>551,101</u>

2. Other trading activities

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Fundraising event income	1,168	-	60	1,228
Other fundraising income	4,671	-	-	4,671
	<u>5,839</u>	<u>-</u>	<u>60</u>	<u>5,899</u>

	Unrestricted Funds		Restricted Funds	2019 Total Funds
	General £	Designated £	£	£
Fundraising event income	5,584	-	1,072	6,656
Other fundraising income	5,144	-	-	5,144
	<u>10,728</u>	<u>-</u>	<u>1,072</u>	<u>11,800</u>

3. Investments

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Bank interest	6,965	-	-	6,965
	<u>6,965</u>	<u>-</u>	<u>-</u>	<u>6,965</u>

	Unrestricted Funds		Restricted Funds	2019 Total Funds
	General £	Designated £	£	£
Bank interest	8,960	-	-	8,960
	<u>8,960</u>	<u>-</u>	<u>-</u>	<u>8,960</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS

4. Income from charitable activities

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Services to beneficiaries	891,562	-	-	891,562
Livery and Riding Therapy Unit	49,046	-	-	49,046
Horticulture	64,371	-	-	64,371
Catering Services	42,829	-	-	42,829
Small Animal Farm	40,924	-	-	40,924
Shop sales	4,850	-	-	4,850
	<u>1,093,582</u>	<u>-</u>	<u>-</u>	<u>1,093,582</u>

	Unrestricted Funds		Restricted Funds	2019 Total Funds
	General £	Designated £	£	£
Services to beneficiaries	959,391	-	-	959,391
Livery and Riding Therapy Unit	92,701	-	-	92,701
Horticulture	45,282	-	-	45,282
Catering Services	55,352	-	-	55,352
Small Animal Farm	49,957	-	-	49,957
Shop sales	-	-	-	-
	<u>1,202,683</u>	<u>-</u>	<u>-</u>	<u>1,202,683</u>

5. Other incoming resources

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Friends of Ferring Country Centre	45	-	-	45
Other miscellaneous income	-	-	-	-
Gains on disposals of fixed assets	-	-	-	-
Government COVID-19 support	129,974	-	-	129,974
	<u>130,019</u>	<u>-</u>	<u>-</u>	<u>130,019</u>

	Unrestricted Funds		Restricted Funds	2019 Total Funds
	General £	Designated £	£	£
Friends of Ferring Country Centre	60	-	-	60
Other miscellaneous income	1,016	-	-	1,016
Gains on disposals of fixed assets	-	-	-	-
Government COVID-19 support	-	-	-	-
	<u>1,076</u>	<u>-</u>	<u>-</u>	<u>1,076</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS

6. Raising funds

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Fundraising events cost	-	-	-	-
Other Fundraising costs	513	-	-	513
	<u>513</u>	<u>-</u>	<u>-</u>	<u>513</u>
	Unrestricted Funds		Restricted Funds	2019 Total Funds
	General £	Designated £	£	£
Fundraising events cost	-	-	-	-
Other Fundraising costs	1,374	-	-	1,374
	<u>1,374</u>	<u>-</u>	<u>-</u>	<u>1,374</u>

7. Expenditure on charitable activities

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Direct costs	103,410	-	18,017	121,427
Personnel costs	584,758	-	-	584,758
Depreciation	-	45,359	-	45,359
Disposal of fixed assets	14,672	-	-	14,672
Support costs (see note 8)	553,233	85,674	7,314	646,221
	<u>1,256,073</u>	<u>131,033</u>	<u>25,331</u>	<u>1,412,437</u>
	Unrestricted Funds		Restricted Funds	2019 Total Funds
	General £	Designated £	£	£
Direct costs	135,706	-	56,720	192,426
Personnel costs	578,125	-	-	578,125
Depreciation	-	71,336	-	71,336
Disposal of fixed assets	-	-	-	-
Support costs (see note 8)	539,131	80,076	37,486	656,693
	<u>1,252,962</u>	<u>151,412</u>	<u>94,206</u>	<u>1,498,580</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS

8. Support costs

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Staffing costs	325,814	-	-	325,814
Premises costs	166,225	-	4,655	170,880
Governance and administrative costs	46,257	-	2,659	48,916
Depreciation	-	85,674	-	85,674
Client costs	6,973	-	-	6,973
Legal and professional fees	7,964	-	-	7,964
	<u>553,233</u>	<u>85,674</u>	<u>7,314</u>	<u>646,221</u>

	Unrestricted Funds		Restricted Funds	2019 Total Funds
	General £	Designated £	£	£
Staffing costs	295,401	-	5,287	300,688
Premises costs	183,752	-	29,420	213,172
Governance and administrative costs	44,879	-	1,088	45,967
Depreciation	-	80,076	-	80,076
Client costs	10,547	-	1,227	11,774
Legal and professional fees	4,552	-	464	5,016
	<u>539,131</u>	<u>80,076</u>	<u>37,486</u>	<u>656,693</u>

9. Auditors' remuneration

	Unrestricted Funds		Restricted Funds	2020 Total Funds
	General £	Designated £	£	£
Audit	5,250	-	-	5,250
Payroll services	1,800	-	-	1,800
	<u>7,050</u>	<u>-</u>	<u>-</u>	<u>7,050</u>

	Unrestricted Funds		Restricted Funds	2019 Total Funds
	General £	Designated £	£	£
Audit	5,250	-	-	5,250
Payroll services	300	-	-	300
	<u>5,550</u>	<u>-</u>	<u>-</u>	<u>5,550</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS

10. Wages and salary cost

	2020 Total Funds £	2019 Total Funds £
Gross wages	828,026	796,733
Employer's national insurance costs (net of employment allowance)	53,801	52,615
Pension costs	16,211	13,424
Termination payments	-	-
	<u>898,038</u>	<u>862,772</u>
	2020	2019
Staff numbers:		
Average head count	<u>55</u>	<u>58</u>
Analysed by function:		
Livery and RTU	10	12
Horticulture	5	5
Catering, shop and farm	26	28
Facilities	5	3
Management and administration	8	9
Client development	1	1
	<u>55</u>	<u>58</u>
Calculated on a full-time equivalent basis, analysed by function:		
Livery and RTU	7	8
Horticulture	4	4
Catering, shop and farm	16	16
Facilities	4	2
Management and administration	6	8
Client development	1	1
	<u>38</u>	<u>39</u>

There were no employees with emoluments (excluding employer pension costs) above £60,000 in this or the preceding year

The number of staff to whom retirement benefits are accruing under defined contribution schemes

	2020	2019
Livery and RTU	8	6
Horticulture	5	4
Catering, shop and farm	17	15
Facilities	3	2
Management and administration	6	7
Client development	1	-
	<u>40</u>	<u>34</u>

Defined contribution pension scheme

The charity operates a defined contribution pension scheme for its employees. Contributions to the scheme during the year under review amounted to £16,211 (2019: £13,424) with £5,851 (2019: £3,135) payable at the balance sheet date in respect of employer and employee contributions. Pension costs are allocated to charitable activities and support costs on the basis of the activities the employee is involved in.

No trustee received any remuneration from employment or other benefits with the charity during the year under review nor the comparative year.

During the year under review 5 (2019: 5) members of the charity's staff, identified as key management personnel, received employee benefits totalling £204,774 (2019: £198,662) consisting of salary and employer's pension contributions. The charity reimbursed expenses and met costs on behalf of key management personnel incurred during the fulfilment of their responsibilities in the year totalling £668 (2019: £486).

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS

11. Related party transactions

No donations (2019: £50) were received from the charity's trustees in the form of donations without conditions attached. Donations totalling £10 (2019: £10) were received from the trustees with conditions attached in the year.

During the year under review three children of key management personnel were employed on a part time basis and received employee benefits totalling £2,710 between them.

There were no other transactions with related parties that require disclosure in the financial statements.

12. Fixed assets

	Assets in the course of construction £	Land & Buildings £	Plant & Machinery £	Fixtures, Fittings & Equipment £	Motor Vehicles £	TOTAL £
<i>Cost</i>						
At 1 January 2020	465,727	2,291,695	200,729	79,754	48,020	3,085,925
Additions	305,129	222,964	51,530	64,810	7,065	651,498
Disposals	-	(27,899)	-	-	-	(27,899)
Transfer when brought into use	(770,856)	770,856				
At 31 December 2020	-	3,257,616	252,259	144,564	55,085	3,709,524
<i>Depreciation</i>						
Accumulated at 1 January 2020	-	877,619	155,383	36,990	28,538	1,098,530
Charge for the year	-	75,665	26,720	23,694	4,954	131,033
On disposals	-	(12,994)	-	-	-	(12,994)
At 31 December 2020	-	940,290	182,103	60,684	33,492	1,216,569
Net book value at 31 December 2020	-	2,317,326	70,156	83,880	21,593	2,492,955
Net book value at 31 December 2019	465,727	1,414,076	45,346	42,764	19,482	1,987,395

13. Debtors

	Unrestricted Funds		Restricted Funds	2020 Total Funds	2019 Total Funds
	General £	Designated £	£	£	£
<i>Within one year</i>					
Trade debtors	2,473	-	-	2,473	14,637
Prepayments	17,469	-	-	17,469	182,040
	19,942	-	-	19,942	196,677

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS

14. Creditors

	Unrestricted Funds		Restricted Funds	2020 Total Funds	2019 Total Funds
	General £	Designated £	£	£	£
Trade creditors	36,604	-	-	36,604	53,694
Other taxes and social security costs	19,468	-	-	19,468	12,838
VAT Payable	23,207	-	-	23,207	6,600
Other creditors	22,382	-	-	22,382	891
Accruals	21,934	-	-	21,934	41,636
	<u>123,595</u>	<u>-</u>	<u>-</u>	<u>123,595</u>	<u>115,659</u>

15. Capital commitments

At the comparative balance sheet date the charity had commitments for building and site development capital projects amounting to £196,718. These capital commitments together with additional costs anticipated to be required to complete subsequent stages were included within designated funds.

16. Commitments under operating leases

	2020 Total Funds	2019 Total Funds
	£	£
At 31 December the charity had total minimum lease payments under operating leases in respect of vehicles which expire as follows:		
In less than one year	7,339	7,339
Later than one year and not later than five years	10,398	17,737
	<u>17,737</u>	<u>25,076</u>

Total lease payments in relation to vehicles recognised as an expense in the year were £7,339.

	2020 Total Funds	2019 Total Funds
	£	£
At 31 December the charity had total minimum lease payments under operating leases in respect of office equipment which expire as follows:		
In less than one year	509	509
later than one year and not later than five years	510	1,019
	<u>1,019</u>	<u>1,528</u>

Total lease payments in relation to office equipment recognised as an expense in the year were £509.

17. Analysis of net assets between funds

	Unrestricted Funds		Restricted Funds	2020 Total Funds	2019 Total Funds
	General £	Designated £	£	£	£
Tangible assets	-	2,492,955	-	2,492,955	1,987,395
Current assets	3,431,960	(2,392,955)	36,722	1,075,727	1,559,379
Current liabilities	(123,595)	-	-	(123,595)	(115,659)
	<u>3,308,365</u>	<u>100,000</u>	<u>36,722</u>	<u>3,445,087</u>	<u>3,431,115</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS

18. Analysis of net movement in funds

	Year ended 31 December 2020				
	Total funds brought forward £	Total incoming resources £	Total resources expended £	Transfers between funds £	Total funds carried forward £
<i>Restricted funds</i>					
Café	12,911	-	(3,009)	(1,258)	8,644
Catering	585	-	-	-	585
Client	4,499	-	(1,146)	-	3,353
Farm	646	-	(380)	-	266
Horti	278	-	(272)	-	6
RTU	22,591	227	(13,531)	-	9,287
Woodwork Shop	6,818	20,124	(330)	(20,000)	6,612
Other restricted funds	5,741	8,891	(6,663)	-	7,969
	<u>54,069</u>	<u>29,242</u>	<u>(25,331)</u>	<u>(21,258)</u>	<u>36,722</u>
<i>Unrestricted funds</i>					
Fixed Asset reserve	1,987,395	-	(131,033)	636,593	2,492,955
	<u>1,987,395</u>	<u>-</u>	<u>(131,033)</u>	<u>636,593</u>	<u>2,492,955</u>
Designated funds - The charity's trustees have designated funds for the following purposes:					
New café and toilets	224,000	-	-	(224,000)	-
Woodwork Shop	25,000	-	-	(25,000)	-
Central area redevelopment	59,000	-	-	(59,000)	-
Site electrics	200,000	-	-	(200,000)	-
COVID-19 client response	-	-	-	100,000	100,000
Total designated funds	<u>508,000</u>	<u>-</u>	<u>-</u>	<u>(408,000)</u>	<u>100,000</u>
General reserves	881,651	1,397,680	(1,256,586)	(207,335)	815,410
Total unrestricted funds	<u>3,377,046</u>	<u>1,397,680</u>	<u>(1,387,619)</u>	<u>21,258</u>	<u>3,408,365</u>
Total funds	<u>3,431,115</u>	<u>1,426,922</u>	<u>(1,412,950)</u>	<u>-</u>	<u>3,445,087</u>
	Year ended 31 December 2019				
	Total funds brought forward £	Total incoming resources £	Total resources expended £	Transfers between funds £	Total funds carried forward £
<i>Restricted funds</i>					
Café	12,661	250	-	-	12,911
Catering	256	410	(81)	-	585
Client	5,247	7,800	(8,548)	-	4,499
Farm	1,761	257	(2,172)	800	646
Horti	278	-	-	-	278
RTU	105,172	838	(75,634)	(7,785)	22,591
Woodwork Shop	2,423	5,044	(649)	-	6,818
Other restricted funds	534	12,106	(7,122)	223	5,741
	<u>128,332</u>	<u>26,705</u>	<u>(94,206)</u>	<u>(6,762)</u>	<u>54,069</u>
<i>Unrestricted funds</i>					
Fixed Asset reserve	1,667,487	-	(151,412)	471,320	1,987,395
	<u>1,667,487</u>	<u>-</u>	<u>(151,412)</u>	<u>471,320</u>	<u>1,987,395</u>
Designated funds - The charity's trustees have designated funds for the following purposes:					
New café and toilets	500,000	-	-	(276,000)	224,000
Woodwork Shop	-	-	-	25,000	25,000
Central area redevelopment	-	-	-	59,000	59,000
Site electrics	80,000	-	-	120,000	200,000
Vehicle upgrade	20,000	-	-	(20,000)	-
Total designated funds	<u>600,000</u>	<u>-</u>	<u>-</u>	<u>(92,000)</u>	<u>508,000</u>
General reserves	759,630	1,748,915	(1,254,336)	(372,558)	881,651
Total unrestricted funds	<u>3,027,117</u>	<u>1,748,915</u>	<u>(1,405,748)</u>	<u>6,762</u>	<u>3,377,046</u>
Total funds	<u>3,155,449</u>	<u>1,775,620</u>	<u>(1,499,954)</u>	<u>-</u>	<u>3,431,115</u>

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS

Description of funds

Café	Funds received to support the charity's Café which is open to the General Public as well as providing training and skills for our Day service customers.
Catering	Funds received to support the charity's Catering department provide the equipment that enables our Day Service Customers to learn and develop catering skills.
Client	Funds received to support the charity's Day Service Customers and enables them to learn and develop skills that they can use in everyday life.
Farm	Funds received to support the charity's Dales Farm; allowing us to enhance the facilities to provide training and opportunities to our Day Service Customers.
Horti	Funds received to support the charity's Horticultural department by providing the tooling and other provisions to enable our Day Service Customers to learn and develop skills.
RTU	Funds received to support the charity's Riding Therapy Unit to allow us to support our Day Service Customers and the Riders who attend the Centre to ride the horses as a beneficial therapy.
Woodwork Shop	Funds received to support the charity's Woodwork shop allowing us to build, purchase tools and supplies to enable our Day Service Customers in learning woodwork skills.
Other restricted funds	Other funds received to support the charity in other restricted projects.
Fixed asset reserve	Representing the balance of fixed assets held by the charity.
New café and toilets	Funds have been designated by the trustees from reserves for the completion of a purpose-built Café and Visitor Information Centre with shop; scheduled to be completed in 2020.
Woodwork shop	Funds have been designated by the trustees from reserves for the completion of a purpose-built Woodwork/Craft shop; scheduled to be completed in 2020.
Central area redevelopment	Funds have been designated by the trustees from reserves to redevelop the Central area to include the Garden Centre to improve access and security.
Site electrics	Funds have been designated by the trustees from reserves to upgrade the sites Electrics including a new Sub Station; starting in 2019 this is set for completion in 2020.
Vehicle upgrade	Funds have been designated by the trustees from reserves for the costs of a vehicle upgrade.
COVID-19 client response	Funds have been designated by the trustees from reserves to improve and develop contact and resources for the Centre's clients who have lost access during the COVID-19 pandemic.

FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

NOTES TO THE FINANCIAL STATEMENTS

19. Transfers between funds

Transfers between funds					
From	To	Unrestricted Funds			Restricted Funds
		General £	Designated £	Designated £	£
<i>Transfer 1</i>					
Café	Fixed Asset reserve	-	-	1,258	(1,258)
Woodwork Shop	Fixed Asset reserve	-	-	20,000	(20,000)
New café and toilets	Fixed Asset reserve	-	(224,000)	224,000	-
Woodwork Shop	Fixed Asset reserve	-	(25,000)	25,000	-
Central area redevelopment	Fixed Asset reserve	-	(59,000)	59,000	-
Site electrics	Fixed Asset reserve	-	(200,000)	200,000	-
General reserves	Fixed Asset reserve	(107,335)	-	107,335	-
		(107,335)	(508,000)	636,593	(21,258)

Transfer from restricted funds and designated funds on acquisition of fixed assets and completion of projects.

Transfer 2

General reserves	COVID-19 client response	(100,000)	-	100,000	-
		<u>(100,000)</u>	<u>-</u>	<u>100,000</u>	<u>-</u>

Transfer from restricted funds to designated funds to support the planned project.

<u>(207,335)</u>	<u>228,593</u>	<u>(21,258)</u>
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20. Financial instruments

The carrying amounts of the charity's financial instruments are as follows:

	2020 Total Funds £	2019 Total Funds £
<i>Financial assets</i>		
Debt instruments measured at amortised cost:		
Trade debtors	<u>2,473</u>	<u>14,637</u>
	<u>2,473</u>	<u>14,637</u>
<i>Financial liabilities</i>		
Measured at amortised cost:		
Trade creditors	36,604	53,694
Other creditors	<u>22,382</u>	<u>891</u>
	<u>58,986</u>	<u>54,585</u>

21. Post balance sheet events - Coronavirus (COVID-19)

In December 2019, a novel strain of coronavirus surfaced, and has spread around the world, with resulting business and social disruption. The coronavirus was declared a Public Health Emergency of International Concern by the World Health Organisation on January 30 2020. The operations and business results of the Charity could be materially adversely affected. The extent to which the coronavirus may impact business activity will depend on future developments, which are highly uncertain and cannot be predicted, including new information which may emerge concerning the severity of new strains of the coronavirus and the actions required to contain the coronavirus or treat its impact, among others.

The trustees, having considered the above and made due enquiries, continue to adopt the going concern basis in preparing the financial statements.