

# Ferring Country Centre Limited

Limited by Guarantee

## Trustees Report

## and Financial Statements

for the year ended 31<sup>st</sup> December 2021

**Registered Charity Number 297286**

**Registered Company Number 2086358**



# **FERRING COUNTRY CENTRE LIMITED**

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

## **INDEX**

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	<b>Page</b>
<b>Charity Information</b>	<b>1</b>
<b>Report of the Trustees</b>	<b>2</b>
<b>Independent Auditor's Report</b>	<b>13</b>
<b>Statement of Financial Activities</b>	<b>16</b>
<b>Balance Sheet</b>	<b>17</b>
<b>Statement of Cash Flows</b>	<b>18</b>
<b>Accounting Policies</b>	<b>19</b>
<b>Notes to the Financial Statements</b>	<b>22</b>

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# FERRING COUNTRY CENTRE LIMITED

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

## CHARITY INFORMATION

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### 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

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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

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### *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

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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

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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 5<sup>th</sup> 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

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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 31<sup>st</sup> March 2022 until 31<sup>st</sup> 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 29<sup>th</sup> March we were allowed to re-commence riding lessons and extend the outdoor play sessions allowing two families to attend. 12<sup>th</sup> 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, 17<sup>th</sup> 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

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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

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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 31<sup>st</sup> 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

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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 31<sup>st</sup> March 2022 to 31<sup>st</sup> 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

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### 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.

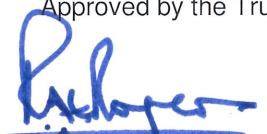
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### 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

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### 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

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### 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]<sup>3</sup> 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


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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 £
<b>INCOME AND ENDOWMENTS FROM:</b>						
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
<b>Total</b>		<u>1,769,500</u>	<u>-</u>	<u>27,349</u>	<u>1,796,849</u>	<u>1,426,922</u>
<b>EXPENDITURE ON:</b>						
Raising funds	6	399	-	-	399	513
Charitable activities	7	1,751,527	-	22,699	1,774,226	1,412,437
<b>Total</b>		<u>1,751,926</u>	<u>-</u>	<u>22,699</u>	<u>1,774,625</u>	<u>1,412,950</u>
<b>Net Income/(expenditure)</b>		17,574	-	4,650	22,224	13,972
<b>Transfers between funds</b>	<b>18, 19</b>	86,177	(85,080)	(1,097)	-	-
<b>Net movement in funds</b>		103,751	(85,080)	3,553	22,224	13,972
<b>RECONCILIATION OF FUNDS</b>						
Total funds brought forward	18	815,410	2,592,955	36,722	3,445,087	3,431,115
<b>Total funds carried forward</b>	<b>18</b>	<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

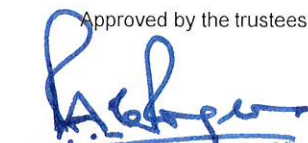
## BALANCE SHEET AS AT 31 DECEMBER 2021

	Note	2021 £	2020 £
<b>FIXED ASSETS</b>			
Tangible assets	12	2,407,875	2,492,955
<b>CURRENT ASSETS</b>			
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
<b>Total current assets</b>		<u>1,208,000</u>	<u>1,075,727</u>
<b>CURRENT LIABILITIES</b>			
Creditors: amounts falling due within one year	14	<u>148,564</u>	<u>123,595</u>
<b>Net current assets/(liabilities)</b>		1,059,436	952,132
<b>Net assets/(liabilities)</b>		<u><u>3,467,311</u></u>	<u><u>3,445,087</u></u>
<b>THE FUNDS OF THE CHARITY</b>			
<b>Restricted funds</b>	18	40,275	36,722
<b>Unrestricted funds</b>			
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>
<b>Total unrestricted funds</b>		3,427,036	3,408,365
<b>Total charity funds</b>	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	£
<b>Net cash flow from operating activities (see below)</b>				172,589		334,637	
<b>Cash flow from investing activities</b>							
Payments to acquire tangible fixed assets		(91,073)			(651,498)		
Proceeds on disposal of tangible fixed assets		600			-		
Interest received		3,567			6,965		
<b>Net cash flow from investing activities</b>				(86,906)		(644,533)	
<b>Net increase/(decrease) in cash and cash equivalents</b>				85,683		(309,896)	
<b>Cash and cash equivalents at 1 January 2021</b>				1,047,371		1,357,267	
<b>Cash and cash equivalents at 31 December 2021</b>				<u>1,133,054</u>		<u>1,047,371</u>	
<b>Cash and cash equivalents consist of:</b>							
Cash at bank and in hand				1,133,054		1,047,371	
<b>Cash and cash equivalents at 31 December 2021</b>				<u>1,133,054</u>		<u>1,047,371</u>	
<b>Reconciliation of net income to net cash flow from operating activities</b>							
		£	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

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### 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

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### 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

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### 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>
	<b>2021</b>	<b>2020</b>
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

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### 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 £
<b>INCOME AND ENDOWMENTS FROM:</b>					
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
<b>Total</b>		<b>1,397,680</b>	<b>-</b>	<b>29,242</b>	<b>1,426,922</b>
<b>EXPENDITURE ON:</b>					
Raising funds	6	513	-	-	513
Charitable activities	7	1,387,106	-	25,331	1,412,437
<b>Total</b>		<b>1,387,619</b>	<b>-</b>	<b>25,331</b>	<b>1,412,950</b>
<b>Net Income/(expenditure)</b>		<b>10,061</b>	<b>-</b>	<b>3,911</b>	<b>13,972</b>
<b>Transfers between funds</b>	<b>18, 19</b>	<b>(76,302)</b>	<b>97,560</b>	<b>(21,258)</b>	<b>-</b>
<b>Net movement in funds</b>		<b>(66,241)</b>	<b>97,560</b>	<b>(17,347)</b>	<b>13,972</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward	18	881,651	2,495,395	54,069	3,431,115
<b>Total funds carried forward</b>	<b>18</b>	<b>815,410</b>	<b>2,592,955</b>	<b>36,722</b>	<b>3,445,087</b>



# 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

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#### 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

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#### 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

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### 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

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##### 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

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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	<p>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.</p> <p>There are exemptions from direct tax for charities where trading activity and income is:</p> <ul style="list-style-type: none"> <li>• Primary purpose (what the charity exists to do or carried out by beneficiaries);</li> <li>• Ancillary (exercised in the course of primary purpose trading but not directly);</li> <li>• Below the small trades exemption (scaled to an upper limit of £80,000 turnover);</li> <li>• Derived from VAT exempt fundraising events.</li> </ul> <p>In respect of Ferring Country Centre Limited we shall discuss below the considerations over each of the exemptions above.</p> <p><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.</p> <p>[Please find more information over the page]</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>[Please find our recommendation and conclusion over the page]</p>

## 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
<p><b>Updated guidance from the Charity Commission</b></p>	<p><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.</p> <p><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.</p> <p><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.</p>	<p>No specific impact, however useful information.</p>
<p><b>Charities Act 2022</b></p>	<p>The Charities Act 2022 gained Royal Assent in February 2022 with an implementation plan issued in April 2022.</p> <p>This is an amending Act and builds upon the Charities Act 2011 and covers the following main areas of change including:</p> <ul style="list-style-type: none"> <li>• Amending charitable purposes; <i>greater alignment between the regimes for companies, CIOs and trusts</i></li> <li>• Amending constitutions of CIOs and unincorporated charities; <i>generally simplified with uncertainties removed and valid from when resolutions passed</i></li> <li>• Disposing of charity land; <i>more flexibility to charities in the regime and requirements</i></li> <li>• Ex gratia payments; <i>giving statutory power to make payments of up to £20,000 on a sliding scale</i></li> <li>• Permanent endowment; <i>includes new powers to borrow from permanent endowments and to make social investments</i></li> </ul>	<p>Points of note generally with limited impact on Ferring Country Centre Limited and its ongoing activities.</p>