

HORSTEAD CENTRE

England & Wales · Charity number 303986

Details

Other names	HORSTEAD REGIONAL RESIDENTIAL YOUTH CONFERENCE CENTRE
Status	Registered
Legal form	Trust
Registered	1970-05-08
Register	View on the Charity Commission register

Contact

Address
Horstead Centre
Rectory Road
Horstead
Norwich
NR12 7EP

Phone 01603737215

Email horstead.centre@horsteadcentre.org.uk

Website www.horsteadcentre.org.uk

Activities

Objects: (A) A RESIDENTIAL TRAINING CENTRE FOR THE USE OF YOUNG PERSONS RESIDING IN OR NEAR THE CHURCH OF ENGLAND DIOCESE OF NORWICH AND IN PARTICULAR FOR RESIDENTIAL AND OTHER GATHERINGS, COURSES, STUDY AND RECREATIONAL GROUPS, MEETINGS, LECTURES AND CLASSES AND FOR OTHER FORMS OF RECREATION AND LEISURE-TIME OCCUPATION, WITH THE OBJECT OF EDUCATING AND ASSISTING YOUNG PERSONS TO DEVELOP THEIR PHYSICAL, MENTAL AND SPIRITUAL CAPACITIES TO THE END THAT THEY MAY GROW TO FULL MATURITY AS INDIVIDUALS AND MEMBERS OF SOCIETY AND THAT THEIR CONDITIONS OF LIFE MAY BE IMPROVED. (B) TO PERMIT THE SAME TO BE USED FOR THE EDUCATION AND TRAINING IN ACCORDANCE WITH CHRISTIAN PRINCIPLES OF OTHER PERSONS PARTICULARLY THOSE RESIDING IN OR NEAR THE DIOCESE.

Activities: RESIDENTIAL OUTDOOR LEARNING & EDUCATIONAL ACTIVITY CENTRE FOR CHILDREN AND YOUNG PEOPLE.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training, Religious Activities, Amateur Sport, Environment/conservation/heritage, Human Rights/religious Or Racial Harmony/equality Or Diversity, Recreation
- **Who:** Children/young People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** DIOCESE OF NORWICH AND NEIGHBOURHOOD
- Norfolk

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£402,244	£375,192	-	-
2023-12-31	£349,204	£340,488	-	-
2022-12-31	£306,926	£323,719	-	-
2021-12-31	£233,968	£279,165	-	-
2020-12-31	£168,239	£277,963	-	-

Trustees

Name	Role	Appointed
ANDREW YUILL		2011-05-24
Caroline Fleming		2014-03-20
Judith kathryn Elliott-Hunter		2021-01-29
Karen Sims		2018-01-12
Kathryn Jane Hirst		2014-03-20
Paul Dunning		2017-09-01
Rev Jonathan Richardson		2021-07-16
Rev Mark Capron		2021-09-24
Tim Sweeting		2022-01-18

HORSTEAD CENTRE

England & Wales - Charity number 303986

Accounts

CHARITY REGISTRATION NUMBER: 303986

The Horstead Centre
Unaudited financial statements
31 December 2024

The Horstead Centre

Financial statements

Year ended 31 December 2024

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The Horstead Centre

Trustees' annual report

Year ended 31 December 2024

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

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

Reference and administrative details

Registered charity name	The Horstead Centre
Charity registration number	303986
Principal office	The Horstead Centre Horstead Norwich NR12 7EP

The trustees

The trustees who served during the year and at the date of approval were as follows:

Mr C Lawrence (Chair - resigned 29 March 2025)
Mr A Yuill (Chair from 29 March 2025)
Rev M Capron
Mr P Dunning
Mrs J K Elliott-Hunter
Mrs C Fleming
Mrs K Hirst
Mrs K Sims
Mrs C Rees (resigned 29 March 2025)
Mr J Richardson
Mr T Sweeting

Custodian trustee Norwich Diocesan Board of Finance Limited

Centre manager William Mills

Independent examiner M Proctor FCA DChA
Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Bankers Barclays Bank Plc
5-7 Red Lion Street
Norwich
Norfolk
NR1 3QH

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2024

Objectives and activities

The objective (Mission Statement) of the Trust is to:

'Provide the opportunity for young people, within or near the Diocese of Norwich, to develop their spiritual, physical, intellectual and social capacities within a caring Christian community'.

We provide a high quality of service, care and experience within a safe residential environment.

Achievements and performance

The Horstead Centre continues to celebrate its specialism as a provider of high-quality, residential and outdoor experiences, principally for primary school-aged children. During school holidays the Centre has increased its delivery of bespoke, targeted provision for children and young people, working with more teenagers than in previous years. In 2024 this targeted provision included the delivery of residential and activity days for young carers, refugees and asylum seekers and those from less affluent backgrounds. Much of this holiday provision is funded through various small grants and local authority initiatives, which together have provided over £20,000 of valuable opportunities in 2024.

In addition to targeted holiday provision for children and young people, the Horstead Centre hosted 3 Community Activity Days in collaboration with the Horstead PCC, Parish Council and the Broads Authority. These events aim to strengthen the bonds between local community, families, and the natural environment. They have proved very popular, with 525 people enjoying the activities, social history displays, talks and crafts on offer. The Horstead Centre and its partners were delighted to win the Pride in Place Award at the Broadland Community at Heart Awards for this provision. The management will work to secure further investment in these valuable opportunities in 2025.

Feedback from guests visiting the Centre for all types of provision has been overwhelmingly positive in 2024. Visitors report that they value the flexible, welcoming, patient and kind approach that is practised at Horstead and average scores in all areas are above 9/10. The Trustees acknowledge the hard work, dedication and commitment of all of the staff team that leads to this outstanding performance and thank them for all their efforts through what has not been an easy year. The Centre is truly blessed to have such a team in place.

The Trust reports a General Fund net surplus of £30,463 as detailed in the accounts. This surplus is in excess of that which was forecast. The reasons for this improved financial position can be linked to two main factors: the first is that, in 2024, the Centre received more bookings than anticipated in the latter half of the year. Some of these were linked to ongoing collaborations with the Broads Authority and their work with schools in deprived areas of the county. Secondly, the Centre operated for a significant period with fewer staff than planned, leading to some savings against direct wages.

The Charity continues to apply price increases carefully and with transparency, so that it can meet the challenges caused by continuing inflation of its costs, whilst remaining an affordable and attractive prospect for its valued guests. Continued healthy bookings and a high proportion of repeat custom indicate that this balance is being well maintained.

Furthermore the £351,114 revenue received through Charitable Activities in the year (compared to £308,887 in 2023) shows a stable demand for the Centre's services and continued sustained recovery from the forced shutdowns through covid in the early years of the decade. This is further evidenced by the continuing high numbers of bookings throughout the season in 2025.

The level of the General Reserves at the end of the year, at £403,613, is such that the Trustees are confident that the Centre's operations will continue to be sustainable.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2024

Achievements and performance *(continued)*

In early 2024, the management and board of Trustees decided to recruit to expand the Centre's team, with the intention of introducing more flexibility and greater capacity to deliver new work and to respond to potential funded provision. Regrettably, resignations later in the year led to a period of understaffing, posing a significant challenge to the remaining team, who must be praised for their resilience and professionalism.

From September, new recruitment to Outdoor Instructor and Chef roles led to a period of stability for the whole team. The new recruits have brought fresh energy and ideas to their respective operations. The Horstead Centre continues to celebrate its affiliation with the Diocese of Norwich and gives thanks for their support. The Horstead Centre also records its gratitude for the subsidy received from the Norwich Diocesan Board of Finance, in the form of an annual rent grant. This continues to strengthen our resilience and helps us to pursue the principles of our mission statement.

Financial review

The general fund produced a surplus of £30,463 (2023: £9,770) before transfers of £1,730 from designated funds as set out in note 20. The net increase in total funds for the year amounted to £27,052 as shown on page 9 (2023: £8,716).

Reserves Policy

The charity currently holds £429,386 (2023: £402,334) in reserves. Of these reserves, £426,739 (2023: £400,480) is held within unrestricted funds and £1,647 (2023: £1,854) within restricted funds, these are summarised in note 20.

It is the policy of the Trustees to retain sufficient free general fund unrestricted reserves to support the costs of running the Horstead Centre for at least a six-month period, which amounts to approximately £170,000. Funds surplus to this policy requirements are reinvested in the Centre's operations, equipment and assets or accumulated in reserves allocated for the same purposes in future.

As at 31 December 2024, the charity held free general fund unrestricted reserves of £184,170 (2023: £148,887), which is slightly above the target. The excess will be applied to the charity's charitable purposes.

Designated funds, all of which are held for specific purposes, are summarised in note 20. Free designated funds amounted to £24,127 at 31 December 2024 (2023: £29,061).

Principal Funding Sources

The principal funding source of the charity is from charges made for the provision of indoor and outdoor learning facilities for children and young people within the Diocese through the operation of a residential and activity centre.

Investment Policy

The Trustees consider that there are no funds available for long term investment and, having considered the options available, have decided to place available funds in CBF Church of England Deposit Funds. The Trustees continue to consider higher yielding alternatives where appropriate, and during 2022 the Trustees decided to place part of the sum held at CBF into an alternative account with Cambridge and Counties, securing an improved rate of interest.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2024

Plans for future periods

In 2024, the Trustees approved a new 3-year strategy. This strategy prioritises financial growth as we continue to recover from the very difficult 'covid years', and further investment in the Centre and its offer. Furthermore, this strategy prioritises the strengthening of the Horstead Centre's position and reputation within its local community and the provision of new opportunities for those who experience barriers to accessing positive opportunities in the outdoors.

In 2025, the board of Trustees will consider a new Environmental Sustainability Strategy and Carbon Reduction Plan which will support the Charity to reduce its carbon footprint and explore other ways to reduce waste and improve energy efficiency.

Led by the recommendations of the Carbon Reduction Plan, the management will explore ways to monitor and to reduce the Centre's carbon footprint, bringing it closer to an aspiration of net zero. Investment in new infrastructure (like solar energy generation) will be considered, as will available match-funding which could help to subsidise its installation.

The Horstead Centre remains mindful of the financial pressures faced by our paying guests and will continue to seek ways to ensure that these experiences are both affordable and accessible. Central to these efforts will be the application of conscientious pricing, reasonable policies and a customer-focused approach.

As part of continuing efforts to broaden the reach of the Centre's Mission, management will explore grants, funds and partnerships which have the potential to reach new and underrepresented audiences whilst also maximising the use of the Centre's available capacity. The management will also explore grants that can bolster the Manager's Discretionary Fund reserve, which is earmarked for the support of groups and individuals who would otherwise struggle to afford to send their children on a scheduled visit.

The funding available for Norfolk County Council's "Holiday Activity and Food Programme" activity days for young people in school holidays is likely to draw to a close after 2024. The Horstead Centre will explore ways to continue to offer high-quality summer provision both through funded provision and by offering direct-access opportunities to local families.

The Trustees have approved a new budget for 2025, based on the healthy calendar of bookings secured already, and on the predicted income from these bookings. At the point of writing, bookings for 2025 are steady all year around, with a fully booked period between February and August.

The Horstead Centre has budgeted to fund some significant investment in new activity equipment, upholstery, and maintenance, whilst still returning a small surplus. It is vital that the Centre continues to invest and improve its offering.

The Centre's management and Board are aware of developing risks to bookings and income from falling class sizes and from the increased number of children unwilling to stay away on residential (which, sadly, appears to be a lasting effect of the lockdown era). When budgeting, careful consideration has been given to balance prudent cost management with the need to continually invest in people, place and provision. Furthermore, the management will continue to prioritise the development of new business and to improve the use of all spare capacity.

The Trustees and Centre Manager will continue to make decisions which reflect the financial situation of the Centre, the prospects for new business, and the best interests of its staff.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2024

Structure, governance and management

Governing document

The Horstead Centre was established under a Trust Deed dated 20 November 1969. The Trust was registered with the Charity Commission (registration number 303986) on 8 May 1970 as a charity whose primary purpose is to provide a residential training centre for young people in or near the vicinity of the Norwich Diocese.

Recruitment and appointment of Trustees

The body of Trustees consists of a maximum of 12 persons being 2 ex-officio Trustees, 4 nominated Trustees and 6 co-opted Trustees.

The ex-officio Trustees are The Director of Education for the Diocese and the Chair of the Youth Task Force for the Diocese. The nominated Trustees are appointed as follows:

- * The Bishop of Norwich appoints a Chairman
- * The Horstead Church Parochial Council appoints one Trustee
- * The Norwich Diocesan Bishop's Council appoints two Trustees

Each appointment shall be made for a term of four years at a meeting convened and held according to the ordinary practice of the appointing body. This person may be, but need not be, a member of the appointing body.

Co-opted Trustees shall be persons who through residence, occupation, employment or otherwise have special knowledge of the area of benefit or who are otherwise able by virtue of their personal or professional qualifications to make a contribution to the pursuit of the objects or management of the charity. They shall be appointed for a term of five years by a resolution of the Trustees, passed at a special meeting of which not less than 21 days notice has been given.

Trustee Induction and Training

All Trustees are provided with copies of:

- * The Trust Deed
- * The latest accounts of the Trust

and are advised to read Charity Commission guidance notes CC3 - "The Essential Trustee: What you need to know, what you need to do" and the Charity Governance Code.

In addition Trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

Risk Management

A sub-committee of the Trustees has identified the major risks to which the charity is exposed and systems have been established to mitigate those risks. These risks are reviewed annually.

Organisational structure

The Trustees are legally responsible for the overall management and control of the Centre and meet four times a year.

The operational management of the Centre is the responsibility of the Centre Manager, who reports to the Trustees.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2024

Structure, governance and management *(continued)*

Public Benefit

The Trustees of The Horstead Centre have had due regard to the Charity Commission's guidance on public benefit.

The Horstead Centre is a residential outdoor education centre working with a wide range of local school and community groups. The active learning we provide, which utilises our local environment including the Norfolk Broads, can be some of the most memorable learning experiences for the children and young people who stay with us. Our guests experience the world beyond the classroom as an essential part of learning and personal development, whatever their age, ability or circumstance. Working in partnership with school teachers and youth group leaders our programme provides a crucial route to the 'Every Child Matters' outcomes, in particular enjoying & achieving, staying safe and being healthy.

Connected Charity

The Horstead Centre has a working relationship with Norwich Diocesan Board of Finance, who are the custodian Trustees and landlords. The Centre Manager holds a position on the Diocesan Board of Education to ensure close links with schools across the Diocese.

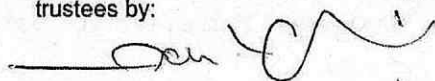
True and fair override

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the 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 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Independent examiner

A resolution to reappoint Mark Proctor of Lovewell Blake LLP as independent examiner for the ensuing year will be proposed at the Annual-General Meeting.

The trustees' annual report was approved on 1/8/2025 and signed on behalf of the board of trustees by:



Mr A Yuill
Chair

The Horstead Centre

Independent examiner's report to the trustees of The Horstead Centre

Year ended 31 December 2024

I report to the charity trustees on my examination of the financial statements of the charity for the year ended 31 December 2024 which comprise the statement of financial activities, balance sheet and the related notes.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

The Horstead Centre

Independent examiner's report to the trustees of The Horstead Centre *(continued)*

Year ended 31 December 2024

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Your attention is drawn to the fact that the Charity has prepared the accounts (financial statements) 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 (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has since been withdrawn.

I understand that this has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

M Proctor FCA DChA
Independent Examiner

Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

6 August 2025

The Horstead Centre

Statement of financial activities

Year ended 31 December 2024

	Notes	General Fund £	Designated Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
Income from:						
Donations and legacies	4	40,245	-	-	40,245	28,099
Charitable activities	5	351,114	-	-	351,114	308,887
Other trading activities	6	4,740	-	-	4,740	5,882
Investments	7	5,845	-	-	5,845	3,636
Other income	8	300	-	-	300	2,700
Total income		<u>402,244</u>	<u>-</u>	<u>-</u>	<u>402,244</u>	<u>349,204</u>
Expenditure on:						
Raising funds	9	(3,817)	-	-	(3,817)	(3,604)
Charitable activities	10	(367,964)	(3,204)	(207)	(371,375)	(336,884)
Total expenditure		<u>(371,781)</u>	<u>(3,204)</u>	<u>(207)</u>	<u>(375,192)</u>	<u>(340,488)</u>
Net income / (expenditure)		30,463	(3,204)	(207)	27,052	8,716
Transfers between funds		<u>1,730</u>	<u>(1,730)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net movement in funds for the period		32,193	(4,934)	(207)	27,052	8,716
Reconciliation of funds:						
Total funds brought forward		371,420	29,060	1,854	402,334	393,618
Total funds carried forward		<u>403,613</u>	<u>24,126</u>	<u>1,647</u>	<u>429,386</u>	<u>402,334</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 11 to 21 form part of these financial statements

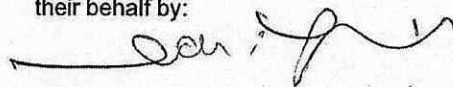
The Horstead Centre

Balance sheet

Year ended 31 December 2024

	Notes	General Fund £	Designated Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
Fixed assets						
Tangible assets	15	219,442	-	-	219,442	222,533
Current assets						
Stock	16	4,194	-	-	4,194	2,638
Debtors	17	10,400	-	-	10,400	22,551
Cash at bank and in hand		193,344	24,127	1,647	219,118	188,585
		207,938	24,127	1,647	233,712	213,774
Liabilities						
Creditors: amounts falling due within one year	18	(23,768)	-	-	(23,768)	(33,973)
Net current assets		184,170	24,127	1,647	209,944	179,801
Total assets less current liabilities		403,612	24,127	1,647	429,386	402,334
Net assets		403,612	24,127	1,647	429,386	402,334
The funds of the charity						
Restricted Funds		-	-	1,647	1,647	1,854
Unrestricted Funds		-	-	-	-	-
Designated Funds		-	24,126	-	24,126	29,061
General Fund		403,613	-	-	403,613	371,419
Total charity funds	20	403,613	24,126	1,647	429,386	402,334

These financial statements were approved by the Trustees and authorised for issue on 1/8/2025 and are signed on their behalf by:



Mr A Yuill
Chair

The notes on pages 11 to 21 form part of these financial statements

The Horstead Centre

Notes to the financial statements

Year ended 31 December 2024

1. General information

The charity is a registered charity in England and Wales and is unincorporated. The address of the principal office is The Horstead Centre, Horstead, Norwich, NR12 7EP.

2. Statement of compliance

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

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the 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 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

3. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain items at fair value.

The financial statements are prepared in sterling, which is the functional currency of the entity, and rounded to the nearest £.

(b) 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 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.

(c) Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2024

3. Accounting policies *(continued)*

(d) Income

All income is included in the Statement of Financial Activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

(e) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

(f) Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2024

3. Accounting policies *(continued)*

(g) Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value; over the useful economic life of that asset as follows:

Improvements to leasehold property	-	Over period of lease (Abseil tower 5% straight line)
Motor vehicles	-	20% straight line
Furniture and equipment	-	20% / 33% straight line

(h) Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

(i) Financial instruments

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

(j) Defined contribution plans

The charity contributes to a Group Personal Pension Plan for certain employees and the contributions are charges to the Statement of Financial Activities in the year of payment.

(k) 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 an impairment are recognised in expenditure.

(l) Cash at bank

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less.

4. Donations and legacies

	Unrestricted Funds	Total Funds	Unrestricted Funds	Total Funds
	£	2024	£	2023
		£		£
Donations				
Rent of Centre - Gift in kind	18,000	18,000	18,000	18,000
Other donations and grants	22,245	22,245	10,099	10,099
	<u>40,245</u>	<u>40,245</u>	<u>28,099</u>	<u>28,099</u>

The Horstead Centre

Notes to the financial statements (continued)

Year ended 31 December 2024

5. Charitable activities

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Residential income	192,270	192,270	164,911	164,911
Self catering and day hire	17,555	17,555	13,096	13,096
Activities income	141,289	141,289	130,880	130,880
	<u>351,114</u>	<u>351,114</u>	<u>308,887</u>	<u>308,887</u>

6. Other trading activities

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Sale of goods	<u>4,740</u>	<u>4,740</u>	<u>5,882</u>	<u>5,882</u>

7. Investment income

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Bank interest receivable	<u>5,845</u>	<u>5,845</u>	<u>3,636</u>	<u>3,636</u>

8. Other income

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Insurance claim	<u>300</u>	<u>300</u>	<u>2,700</u>	<u>2,700</u>

9. Costs of other trading activities

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Fundraising trading - Costs of goods sold and other costs	<u>3,817</u>	<u>3,817</u>	<u>3,604</u>	<u>3,604</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2024

10. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Wages and salaries	222,810	–	222,810
Pension costs	11,990	–	11,990
Provisions and consumables	23,867	207	24,074
Motor and travel expenses	455	–	455
Laundry and cleaning	3,121	–	3,121
Light and heat	14,925	–	14,925
Rent	18,000	–	18,000
Rates	12,113	–	12,113
Insurance	5,741	–	5,741
Printing, postage and stationery	596	–	596
Advertising	1,607	–	1,607
Telephone	2,359	–	2,359
Maintenance	26,299	–	26,299
Staff expenses and training	3,992	–	3,992
Professional fees	6,083	–	6,083
General expenses	2,129	–	2,129
Depreciation	11,111	–	11,111
Governance costs	3,970	–	3,970
	<u>371,168</u>	<u>207</u>	<u>371,375</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Wages and salaries	187,400	–	187,400
Pension costs	20,152	–	20,152
Provisions and consumables	22,154	–	22,154
Motor and travel expenses	1,646	–	1,646
Laundry and cleaning	2,170	–	2,170
Light and heat	13,310	–	13,310
Rent	18,000	–	18,000
Rates	11,703	–	11,703
Insurance	10,485	–	10,485
Printing, postage and stationery	441	–	441
Advertising	1,639	–	1,639
Telephone	2,241	–	2,241
Maintenance	13,985	1,054	15,039
Staff expenses and training	3,462	–	3,462
Professional fees	11,163	–	11,163
General expenses	2,033	–	2,033
Depreciation	9,680	–	9,680
Governance costs	4,166	–	4,166
	<u>335,830</u>	<u>1,054</u>	<u>336,884</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2024

11. Analysis of governance costs

	Governance costs	Total 2024	Total 2023
	£	£	£
Independent examination fees	<u>4,166</u>	<u>4,166</u>	<u>3,480</u>

12. Net income

Net income is stated after charging/(crediting):

	2024	2023
	£	£
Depreciation of tangible fixed assets	<u>11,111</u>	<u>9,680</u>

13. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2024	2023
	£	£
Wages and salaries	213,690	180,335
Social security costs	9,120	7,065
Employer contributions to pension plans	<u>11,990</u>	<u>20,152</u>
	<u>234,800</u>	<u>207,552</u>

The average head count of employees during the year was 13 (2023: 13). The average number of full-time equivalent employees during the year is analysed as follows:

	2024	2023
	No.	No.
Administration	2	1
Direct	<u>7</u>	<u>8</u>
	<u>9</u>	<u>9</u>

No employee received employee benefits of more than £60,000 during the year (2023: Nil).

14. Trustee remuneration and expenses

The Trustees received no remuneration or expenses from the charity during the year.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2024

15. Tangible fixed assets

	Improve- ments to Leasehold Property £	Motor vehicles £	Equipment £	Total £
Cost				
At 1 January 2024	510,336	6,553	189,962	706,851
Additions	—	—	8,020	8,020
At 31 December 2024	<u>510,336</u>	<u>6,553</u>	<u>197,982</u>	<u>714,871</u>
Depreciation				
At 1 January 2024	287,803	6,553	189,962	484,318
Charge for the year	9,680	—	1,431	11,111
At 31 December 2024	<u>297,483</u>	<u>6,553</u>	<u>191,393</u>	<u>495,429</u>
Carrying amount				
At 31 December 2024	<u>212,853</u>	<u>—</u>	<u>6,589</u>	<u>219,442</u>
At 31 December 2023	<u>222,533</u>	<u>—</u>	<u>—</u>	<u>222,533</u>

16. Stocks

	2024	2023
	£	£
Raw materials and consumables	<u>4,194</u>	<u>2,638</u>
Analysed as:		
	2022	2021
	£	£
Provisions	1,853	1,723
Souvenirs and other goods for resale	2,341	915
	<u>4,194</u>	<u>2,638</u>

17. Debtors

	2024	2023
	£	£
Trade debtors	8,746	19,721
Prepayments and accrued income	1,654	2,830
	<u>10,400</u>	<u>22,551</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2024

18. Creditors: Amounts falling due within one year

	2024	2023
	£	£
Trade creditors	4,541	3,392
Accruals and deferred income	9,500	12,026
Social security and other taxes	3,629	7,389
Deposits in advance	–	6,984
Other creditors	6,098	4,182
	<u>23,768</u>	<u>33,973</u>

Deferred income

Deposits in advance income comprises the advance receipt of income in respect of accommodation bookings:

	2024	2023
	£	£
Balance as at 1 January	6,984	15,650
Amount released to income	(6,984)	(15,650)
Amount deferred in year	–	6,984
Balance at 31 December	<u>–</u>	<u>6,984</u>

19. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £11,990 (2023: £20,152).

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2024

20. Analysis of charitable funds

Unrestricted funds

Year ended 31 December 2024

	At 1 January 2024 £	Income £	Expenditure £	Transfers £	At 31 December 2024 £
General funds	371,420	402,244	(371,781)	1,730	403,613
Centre Manager's Discretion Fund	3,060	–	–	–	3,060
Maintenance and Improvements - House and Grounds	14,000	–	(3,204)	(1,730)	9,066
Activity Equipment and Improvements	8,000	–	–	–	8,000
Environmental Sustainability Fund	4,000	–	–	–	4,000
	<u>400,480</u>	<u>402,244</u>	<u>(374,985)</u>	<u>–</u>	<u>427,739</u>

Year ended 31 December 2023

	At 1 January 2023 £	Income £	Expenditure £	Transfers £	At 31 December 2023 £
General funds	361,650	349,204	(339,434)	–	371,420
Equipment Reserve	39	–	–	(39)	–
Centre Manager's Discretion Fund	10,478	–	–	(7,418)	3,060
Fabric Fund	17,668	–	–	(17,668)	–
Maintenance and Improvements - House and Grounds	–	–	–	14,000	14,000
Activity Equipment and Improvements	–	–	–	8,000	8,000
50th Anniversary Fund	2,875	–	–	(2,875)	–
Environmental Sustainability Fund	–	–	–	4,000	4,000
	<u>392,710</u>	<u>349,204</u>	<u>(339,434)</u>	<u>(2,000)</u>	<u>400,480</u>

The designated Equipment Reserve existed to provide for equipment purchases.

The Centre Manager's Discretion Fund has been setup from donations and collections received to provide or contribute to the provision of residential training for any young people who, in the opinion of the Trustees, would benefit from attending the Centre but, by reason of financial difficulty, would be unable to provide the full fees thereof.

The Fabric Fund existed as a reserve to provide for repairs to the buildings and premises. During 2023 this was split into two separate designated funds, one for the house and grounds, and one for activity equipment.

The Environmental Sustainability Fund was set up in 2023 as a reserve to provide for the costs associated with the implementation of the Horstead Centre's environmental sustainability strategy and carbon reduction plan.

The 50th Anniversary Fund existed as a reserve to provide for costs associated with the 50th anniversary celebrations.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2024

Restricted funds

Year ended 31 December 2024

	At 1 January 2024	Income	Expenditure	Transfers	At 31 December 2024
	£	£	£	£	£
Equipment Reserve	754	—	(207)	—	547
Centre Manager's Discretion Fund	1,100	—	—	—	1,100
	<u>1,854</u>	<u>—</u>	<u>(207)</u>	<u>—</u>	<u>1,647</u>

Analysis of charitable funds *(continued)*

Year ended 31 December 2023

	At 1 January 2023	Income	Expenditure	Transfers	At 31 December 2023
	£	£	£	£	£
Equipment Reserve	908	—	(154)	—	754
Centre Manager's Discretion Fund	—	—	(900)	2,000	1,100
	<u>908</u>	<u>—</u>	<u>(1,054)</u>	<u>2,000</u>	<u>1,854</u>

The restricted Equipment Reserve represents external funding towards various projects.

The restricted Centre Manager's Discretion fund represents external funding towards various projects.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2024

21. Analysis of net assets between funds

Year ended 31 December 2024

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Tangible assets	219,442	–	219,442
Current assets	232,065	1,647	233,712
Creditors less than 1 year	(23,768)	–	(23,768)
Net assets	<u>427,739</u>	<u>1,647</u>	<u>429,386</u>

Year ended 31 December 2023

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Tangible assets	222,533	–	222,533
Current assets	211,920	1,854	213,774
Creditors less than 1 year	(33,973)	–	(33,973)
Net assets	<u>400,480</u>	<u>1,854</u>	<u>402,334</u>

22. Related parties

The Norwich Diocesan Board of Finance Limited (NDBF) is the custodian trustee. NDBF also leases the premises to the Centre under a 50 year lease at an annual rent of £12 (market value £18,000).

HORSTEAD CENTRE

England & Wales - Charity number 303986

Accounts

CHARITY REGISTRATION NUMBER: 303986

The Horstead Centre
Unaudited financial statements
31 December 2023

The Horstead Centre

Financial statements

Year ended 31 December 2023

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The Horstead Centre

Trustees' annual report

Year ended 31 December 2023

The trustees present their report and the unaudited financial statements of the charity for the year ended 31 December 2023.

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

Reference and administrative details

Registered charity name	The Horstead Centre
Charity registration number	303986
Principal office	The Horstead Centre Horstead Norwich NR12 7EP

The trustees

The trustees who served during the year and at the date of approval were as follows:

Mr C Lawrence (Chairman)
Rev M Capron
Mr P Dunning
Mrs J K Elliott-Hunter
Mrs C Fleming
Mrs K Hirst
Mrs K Sims
Mr A Yuill
Mrs C Rees
Mr J Richardson
Mr T Sweeting

Custodian trustee Norwich Diocesan Board of Finance Limited

Centre manager William Mills

Independent examiner M Proctor FCA DChA
Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Bankers Barclays Bank Plc
5-7 Red Lion Street
Norwich
Norfolk
NR1 3QH

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2023

Objectives and activities

The objective (Mission Statement) of the Trust is to:

'Provide the opportunity for young people, within or near the Diocese of Norwich, to develop their spiritual, physical, intellectual and social capacities within a caring Christian community'.

We provide a high quality of service, care and experience within a safe residential environment.

Achievements and performance

The Trust reports a general fund surplus of £9,770 as detailed in the accounts. The charity's ability to return to a position of surplus this year can be linked to two main factors. The first is the decision, approved by the board in 2022, to apply a 10% price increase to all 2023 bookings. Whilst this price increase was carefully calculated to ensure that a visit to the Horstead Centre represents excellent value, it was deemed necessary to counteract the worst effects of rapid inflation on the Centre's costs and has certainly done so. Secondly, 2023 represented a successful year, with a healthy number and variety of bookings all year round.

The level of the general reserves at the end of the year, at £371,420, is such that the Trustees are confident that the Centre's operations will continue to be sustainable. Furthermore the £308,887 revenue through Charitable Activities (compared to £272,634 in 2022) shows a stable demand for the Centre's services. This itself is evidenced by the continuing high numbers of bookings in 2024.

In 2023, the Trustees approved amendments to the definition and allocation of the Centre's designated and restricted reserves. These changes have simplified the structure of the reserves to better align with the re-investment priorities which will be set out in a new 3-year strategy from 2024.

In 2023, some recruitment challenges prevailed, particularly in the employment of qualified cooks. This led to the use of agency staff at the beginning of the year, but, by the end of 2023, the team were enjoying some stability with a new Cook and Finance Officer established in their posts. These changes have enabled the Centre to further improve operations. The new Cook is keen to explore ways to cut costs, whilst still providing wholesome, healthy and enjoyable meals. The new Finance Officer has led the transition to a new accounting software which, in turn, has helped to improve the quality and availability of management accounts information.

The Horstead Centre continues to celebrate its specialism as a provider of high-quality, residential and outdoor experiences for primary school-aged children. It has been noted that an increasing number of children of this age seem to be less emotionally resilient than in previous years and are particularly anxious of being away from home. It is now common to receive residential bookings with an increased number of "day visitors" where being away from home overnight is a step too far for some. This further highlights the importance of the flexible, welcoming, patient and kind approach that is practised at Horstead. This approach has been often praised in feedback from guests, and overall customer satisfaction is high, with average scores in all areas above 9/10, in 2023.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2023

Achievements and performance *(continued)*

As part of a conscious effort to broaden the reach of the Horstead Centre's Mission, the management has actively pursued targeted funding to provide opportunities to those least likely to have access to, or to afford our specialist provision. In 2023, the Centre secured close to £20,000 of grant funding for the provision of these opportunities. These have included visits for teenage Ukrainian refugees, children whose families are entitled to free school meals, and residential stays for young carers.

2023 has also seen the Centre establish and strengthen its outreach in our local community. Building on the success of 2022's "Big Green Day" the Centre has developed active partnerships with the Horstead with Stanninghall Parish Council, Broads Authority and the Horstead PCC, whom together have helped to fund and deliver the first of four free-to-attend community activity days. These events aim to strengthen the bonds between local community, families, and the natural environment. The first, in October 2023 was attended by over 90 people, despite poor weather. Feedback from the community has been overwhelmingly positive and 135 are booked to attend the next event during Easter 2024.

The repair and building of the two river staithes, which began in 2022, was completed in good time and to an excellent standard. Both were in regular use over the summer months of 2023. Local wild swimmers in particular have voiced their appreciation of the upgraded steps on the Horstead Community Staithe.

The Horstead Centre continues to celebrate its affiliation with the Diocese of Norwich and gives thanks for their support. The Horstead Centre also records its gratitude for the subsidy received from the Norwich Diocesan Board of Finance, in the form of an annual rent grant. This continues to strengthen our resilience and helps us to pursue the principles of our mission statement.

Financial review

The general fund produced a surplus of £9,770 (2022: deficit of £4,440) before transfers to and from designated funds as set out in note 20. The net increase in total funds for the year amounted to £8,716 as shown on page X (2022: net decrease of £45,197).

Reserves Policy

The charity currently holds £402,334 (2022: £393,618) in reserves. Of these reserves, £400,480 (2022: £392,710) is held within unrestricted funds and £1,854 (2022: £908) within restricted funds, these are summarised in note 20.

It is the policy of the Trustees to retain sufficient free general fund unrestricted reserves to support the costs of running the Horstead Centre for at least a six-month period, which amounts to approximately £170,000. Funds surplus to this policy requirements are reinvested in the Centre's operations, equipment and assets or accumulated in reserves allocated for the same purposes in future.

As at 31 December 2023, the charity held free general fund unrestricted reserves of £148,887 (2022: £129,437). It is anticipated that reserves will continue to be built up through operating surpluses in the coming years until the reserves policy target is attained.

Designated funds, all of which are held for specific purposes, are summarised in note 20. Free designated funds amounted to £29,060 at 31 December 2023 (2022: £31,060).

Principal Funding Sources

The principal funding source of the charity is from charges made for the provision of indoor and outdoor learning facilities for children and young people within the Diocese through the operation of a residential and activity centre.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2023

Financial review *(continued)*

Investment Policy

The Trustees consider that there are no funds available for long term investment and, having considered the options available, have decided to place available funds in CBF Church of England Deposit Funds. The Trustees continue to consider higher yielding alternatives where appropriate, and during the prior year the Trustees decided to place part of the sum held at CBF into an alternative account with Cambridge and Counties, securing an improved rate of interest.

Plans for future periods

In 2024, the management and the Board will approve a new 3-year strategy. This will set out the key priorities of the Horstead Centre in the medium-term and will record some guiding principles when it comes to re-investment, pricing, and growth.

The Horstead Centre remains mindful of the financial pressures faced by our paying guests and will continue to seek ways to enable and support access to the transformational experiences that the Centre offers. Central to these efforts will be the application of conscientious pricing, reasonable policies and a customer-focussed approach.

As part of continuing efforts to broaden the reach of the Centre's Mission for children and young people, the Management will explore grants, funds and partnerships which have this potential whilst also maximising the use of the Centre's available capacity. The management will also explore grants that can bolster the Horstead Centre's Manager's Discretionary Fund reserve, which is restricted for the support of those families who would otherwise struggle to afford to send their children on a scheduled visit.

Efforts are being made to improve the Horstead Centre's environmental sustainability, the management will explore ways to monitor and to reduce the Centre's carbon footprint, bringing it closer to an aspiration of net zero. Investment in new infrastructure (like solar energy generation) will be considered, as will available match-funding which could help to subsidise its installation.

The funding available for Norfolk County Council's "Holiday Activity and Food Programme" activity days for young people in school holidays is drawing to a close in 2024. The Horstead Centre will explore ways to continue this valuable offer into the future.

The Trustees have approved a new budget for 2024, based on the healthy calendar of bookings secured already, and the predicted income from these bookings. At the point of writing, bookings for 2024 are steady all year around, with a fully-booked period between February and August.

The Horstead Centre is budgeting to fund some significant investment in new equipment, upholstery, and maintenance, whilst still returning a small surplus. This budget also includes recruitment to increase the overall capacity of the team which, in turn, should improve operational capacity and resilience.

The Trustees and Centre Manager will continue to make decisions which reflect the financial situation of the Centre, the prospects for new business and the best interests of its staff.

Structure, governance and management

Governing document

The Horstead Centre was established under a Trust Deed dated 20 November 1969. The Trust was registered with the Charity Commission (registration number 303986) on 8 May 1970 as a charity whose primary purpose is to provide a residential training centre for young people in or near the vicinity of the Norwich Diocese.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2023

Structure, governance and management *(continued)*

Recruitment and appointment of Trustees

The body of Trustees consists of a maximum of 12 persons being 2 ex-officio Trustees, 4 nominated Trustees and 6 co-opted Trustees.

The ex-officio Trustees are The Director of Education for the Diocese and the Chair of the Youth Task Force for the Diocese. The nominated Trustees are appointed as follows:

- * The Bishop of Norwich appoints a Chairman
- * The Horstead Church Parochial Council appoints one Trustee
- * The Norwich Diocesan Bishop's Council appoints two Trustees

Each appointment shall be made for a term of four years at a meeting convened and held according to the ordinary practice of the appointing body. This person may be, but need not be, a member of the appointing body.

Co-opted Trustees shall be persons who through residence, occupation, employment or otherwise have special knowledge of the area of benefit or who are otherwise able by virtue of their personal or professional qualifications to make a contribution to the pursuit of the objects or management of the charity. They shall be appointed for a term of five years by a resolution of the Trustees, passed at a special meeting of which not less than 21 days notice has been given.

Trustee Induction and Training

All Trustees are provided with copies of:

- * The Trust Deed
- * The latest accounts of the Trust

and are advised to read Charity Commission guidance notes CC3 - "The Essential Trustee: What you need to know, what you need to do" and the Charity Governance Code.

In addition Trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

Risk Management

A sub-committee of the Trustees has identified the major risks to which the charity is exposed and systems have been established to mitigate those risks. These risks are reviewed annually.

Organisational structure

The Trustees are legally responsible for the overall management and control of the Centre and meet four times a year.

The operational management of the Centre is the responsibility of the Centre Manager, who reports to the Trustees.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2023

Structure, governance and management *(continued)*

Public Benefit

The Trustees of The Horstead Centre have had due regard to the Charity Commission's guidance on public benefit.

The Horstead Centre is a residential outdoor education centre working with a wide range of local school and community groups. The active learning we provide, which utilises our local environment including the Norfolk Broads, can be some of the most memorable learning experiences for the children and young people who stay with us. Our guests experience the world beyond the classroom as an essential part of learning and personal development, whatever their age, ability or circumstance. Working in partnership with school teachers and youth group leaders our programme provides a crucial route to the 'Every Child Matters' outcomes, in particular enjoying & achieving, staying safe and being healthy.

Connected Charity

The Horstead Centre has a working relationship with Norwich Diocesan Board of Finance, who are the custodian Trustees and landlords. The Centre Manager holds a position on the Diocesan Board of Education to ensure close links with schools across the Diocese.

True and fair override

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the 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 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Independent examiner

A resolution to reappoint Mark Proctor of Lovewell Blake LLP as independent examiner for the ensuing year will be proposed at the Annual General Meeting.

The trustees' annual report was approved on 9 September 2024 and signed on behalf of the board of trustees by:

Mr C Lawrence
Chairman

The Horstead Centre

Independent examiner's report to the trustees of The Horstead Centre

Year ended 31 December 2023

I report to the charity trustees on my examination of the financial statements of the charity for the year ended 31 December 2023 which comprise the statement of financial activities, balance sheet and the related notes.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

The Horstead Centre

Independent examiner's report to the trustees of The Horstead Centre *(continued)*

Year ended 31 December 2023

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Your attention is drawn to the fact that the Charity has prepared the accounts (financial statements) 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 (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has since been withdrawn.

I understand that this has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

M Proctor FCA DChA
Independent Examiner

Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

1 October 2024

The Horstead Centre

Statement of financial activities

Year ended 31 December 2023

	Notes	General Fund £	Designated Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Income from:						
Donations and legacies	4	28,099	-	-	28,099	38,441
Charitable activities	5	308,887	-	-	308,887	272,634
Other trading activities	6	5,882	-	-	5,882	4,391
Investments	7	3,636	-	-	3,636	2,973
Other income	8	2,700	-	-	2,700	-
Total income		<u>349,204</u>	<u>-</u>	<u>-</u>	<u>349,204</u>	<u>318,439</u>
Expenditure on:						
Raising funds	9	(3,604)	-	-	(3,604)	(1,906)
Charitable activities	10	<u>(335,830)</u>	<u>-</u>	<u>(1,054)</u>	<u>(336,884)</u>	<u>(333,326)</u>
Total expenditure		<u>(339,434)</u>	<u>-</u>	<u>(1,054)</u>	<u>(340,488)</u>	<u>(335,232)</u>
Net income/(expenditure)		9,770	-	(1,054)	8,716	(16,793)
Transfers between funds		<u>-</u>	<u>(2,000)</u>	<u>2,000</u>	<u>-</u>	<u>-</u>
Net movement in funds for the period		<u>9,770</u>	<u>(2,000)</u>	<u>946</u>	<u>8,716</u>	<u>(16,793)</u>
Reconciliation of funds:						
Total funds brought forward		361,650	31,060	908	393,618	410,411
Total funds carried forward		<u>371,420</u>	<u>29,060</u>	<u>1,854</u>	<u>402,334</u>	<u>393,618</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 11 to 21 form part of these financial statements

The Horstead Centre

Balance sheet

Year ended 31 December 2023

	Notes	General Fund £	Designated Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Fixed assets						
Tangible assets	15	222,533	-	-	222,533	232,213
Current assets						
Stock	16	2,638	-	-	2,638	5,223
Debtors	17	22,551	-	-	22,551	11,401
Cash at bank and in hand		157,671	29,060	1,854	188,585	188,846
		182,860	29,060	1,854	213,774	205,470
Liabilities						
Creditors: amounts falling due within one year	18	(33,973)	-	-	(33,973)	(44,065)
Net current assets		148,887	29,060	1,854	179,801	161,405
Total assets less current liabilities		371,420	29,060	1,854	402,334	393,618
Net assets		371,420	29,060	1,854	402,334	393,618
The funds of the charity						
Restricted Funds		-	-	1,854	1,854	908
Unrestricted Funds						
Designated Funds		-	29,060	-	29,060	31,060
General Fund		371,420	-	-	371,420	361,650
Total charity funds	20	371,420	29,060	1,854	402,334	393,618

These financial statements were approved by the Trustees and authorised for issue on 9 September 2024 and are signed on their behalf by:

Mr C Lawrence
Chairman

The notes on pages 11 to 21 form part of these financial statements

The Horstead Centre

Notes to the financial statements

Year ended 31 December 2023

1. General information

The charity is a registered charity in England and Wales and is unincorporated. The address of the principal office is The Horstead Centre, Horstead, Norwich, NR12 7EP.

2. Statement of compliance

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

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the 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 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

3. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain items at fair value.

The financial statements are prepared in sterling, which is the functional currency of the entity, and rounded to the nearest £.

(b) 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 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.

(c) Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2023

3. Accounting policies *(continued)*

(d) Income

All income is included in the Statement of Financial Activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

(e) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

(f) Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2023

3. Accounting policies *(continued)*

(g) Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Improvements to leasehold property	-	Over period of lease (Abseil tower 5% straight line)
Motor vehicles	-	20% straight line
Furniture and equipment	-	20% / 33% straight line

(h) Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

(i) Financial instruments

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

(j) Defined contribution plans

The charity contributes to a Group Personal Pension Plan for certain employees and the contributions are charges to the Statement of Financial Activities in the year of payment.

(k) 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 an impairment are recognised in expenditure.

(l) Cash at bank

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less.

4. Donations and legacies

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Donations				
Rent of Centre - Gift in kind	18,000	18,000	18,000	18,000
Other donations and grants	10,099	10,099	20,441	20,441
	<u>28,099</u>	<u>28,099</u>	<u>38,441</u>	<u>38,441</u>

The Horstead Centre

Notes to the financial statements (continued)

Year ended 31 December 2023

5. Charitable activities

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Residential income	164,911	164,911	145,215	145,215
Self catering and day hire	13,096	13,096	1,292	1,292
Activities income	130,880	130,880	126,127	126,127
	<u>308,887</u>	<u>308,887</u>	<u>272,634</u>	<u>272,634</u>

6. Other trading activities

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Sale of goods	5,882	5,882	4,391	4,391

7. Investment income

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Bank interest receivable	3,636	3,636	2,973	2,973

8. Other income

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Insurance claim	2,700	2,700	—	—

9. Costs of other trading activities

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Fundraising trading - Costs of goods sold and other costs	3,604	3,604	1,906	1,906

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2023

10. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Wages and salaries	187,400	–	187,400
Pension costs	20,152	–	20,152
Provisions and consumables	22,154	–	22,154
Motor and travel expenses	1,646	–	1,646
Laundry and cleaning	2,170	–	2,170
Light and heat	13,310	–	13,310
Rent	18,000	–	18,000
Rates	11,703	–	11,703
Insurance	10,485	–	10,485
Printing, postage and stationery	441	–	441
Advertising	1,639	–	1,639
Telephone	2,241	–	2,241
Maintenance	13,985	1,054	15,039
Staff expenses and training	3,462	–	3,462
Professional fees	11,163	–	11,163
General expenses	2,033	–	2,033
Depreciation	9,680	–	9,680
Governance costs	4,166	–	4,166
	<u>335,830</u>	<u>1,054</u>	<u>336,884</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Wages and salaries	192,476	–	192,476
Pension costs	10,033	–	10,033
Provisions and consumables	21,273	–	21,273
Motor and travel expenses	1,703	–	1,703
Laundry and cleaning	1,963	–	1,963
Light and heat	7,354	–	7,354
Rent	18,000	–	18,000
Rates	12,428	–	12,428
Insurance	6,623	–	6,623
Printing, postage and stationery	565	–	565
Advertising	1,447	–	1,447
Telephone	1,740	–	1,740
Maintenance	25,974	270	26,244
Staff expenses and training	2,724	–	2,724
Professional fees	4,994	–	4,994
General expenses	2,452	–	2,452
Depreciation	17,827	–	17,827
Governance costs	3,480	–	3,480
	<u>333,056</u>	<u>270</u>	<u>333,326</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2023

11. Analysis of governance costs

	Governance costs	Total 2023	Total 2022
	£	£	£
Independent examination fees	<u>4,166</u>	<u>4,166</u>	<u>3,480</u>

12. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2023	2022
	£	£
Depreciation of tangible fixed assets	<u>9,680</u>	<u>17,827</u>

13. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2023	2022
	£	£
Wages and salaries	180,335	185,491
Social security costs	7,065	6,985
Employer contributions to pension plans	<u>20,152</u>	<u>10,033</u>
	<u>207,552</u>	<u>202,509</u>

The average head count of employees during the year was 13 (2022: 15). The average number of full-time equivalent employees during the year is analysed as follows:

	2023	2022
	No.	No.
Administration	1	1
Direct	<u>8</u>	<u>9</u>
	<u>9</u>	<u>10</u>

No employee received employee benefits of more than £60,000 during the year (2022: Nil).

14. Trustee remuneration and expenses

The Trustees received no remuneration or expenses from the charity during the year.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2023

15. Tangible fixed assets

	Improvements to Leasehold Property £	Motor vehicles £	Equipment £	Total £
Cost				
At 1 January 2023 and 31 December 2023	510,336	6,553	189,962	706,851
Depreciation				
At 1 January 2023	278,123	6,553	189,962	474,638
Charge for the year	9,680	–	–	9,680
At 31 December 2023	<u>287,803</u>	<u>6,553</u>	<u>189,962</u>	<u>484,318</u>
Carrying amount				
At 31 December 2023	222,533	–	–	222,533
At 31 December 2022	<u>232,213</u>	<u>–</u>	<u>–</u>	<u>232,213</u>

16. Stocks

	2023 £	2022 £
Raw materials and consumables	2,638	5,223
Analysed as:		
	2022 £	2021 £
Provisions	1,723	1,736
Souvenirs and other goods for resale	915	3,487
	<u>2,638</u>	<u>5,223</u>

17. Debtors

	2023 £	2022 £
Trade debtors	19,721	5,638
Prepayments and accrued income	2,830	5,738
Other debtors	–	25
	<u>22,551</u>	<u>11,401</u>

18. Creditors: Amounts falling due within one year

	2023 £	2022 £
Accruals and deferred income	12,026	18,720
Social security and other taxes	7,389	4,625
Deposits in advance	6,984	14,145
Other creditors	7,574	6,575
	<u>33,973</u>	<u>44,065</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2023

18. Creditors: Amounts falling due within one year *(continued)*

Deferred income

Deposits in advance income comprises the advance receipt of income in respect of accommodation bookings:

	2023	2022
	£	£
Balance as at 1 January	14,145	15,650
Amount released to income	(14,145)	(15,650)
Amount deferred in year	<u>6,984</u>	<u>14,145</u>
Balance at 31 December	<u>6,984</u>	<u>14,145</u>

19. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £20,152 (2022: £10,033).

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2023

20. Analysis of charitable funds

Unrestricted funds

Year ended 31 December 2023

	At 1 January 2023 £	Income £	Expenditure £	Transfers £	At 31 December 2023 £
General funds	361,650	349,204	(339,434)	–	371,420
Equipment Reserve	39	–	–	(39)	–
Centre Manager's Discretion Fund	10,478	–	–	(7,418)	3,060
Fabric Fund	17,668	–	–	(17,668)	–
Maintenance and Improvements - House and Grounds	–	–	–	14,000	14,000
Activity Equipment and Improvements	–	–	–	8,000	8,000
50th Anniversary Fund	2,875	–	–	(2,875)	–
Environmental Sustainability Fund	–	–	–	4,000	4,000
	<u>392,710</u>	<u>349,204</u>	<u>(339,434)</u>	<u>(2,000)</u>	<u>400,480</u>

Year ended 31 December 2022

	At 1 January 2022 £	Income £	Expenditure £	Transfers £	At 31 December 2022 £
General funds	366,090	314,439	(318,879)	–	361,650
Equipment Reserve	2,169	–	(2,130)	–	39
Centre Manager's Discretion Fund	8,478	2,000	–	–	10,478
Fabric Fund	29,621	2,000	(13,953)	–	17,668
50th Anniversary Fund	2,875	–	–	–	2,875
	<u>409,233</u>	<u>318,439</u>	<u>(334,962)</u>	<u>–</u>	<u>392,710</u>

The designated Equipment Reserve exists to provide for equipment purchases.

The Centre Manager's Discretion Fund has been setup from donations and collections received to provide or contribute to the provision of residential training for any young people who, in the opinion of the Trustees, would benefit from attending the Centre but, by reason of financial difficulty, would be unable to provide the full fees thereof.

The Fabric Fund exists as a reserve to provide for repairs to the buildings and premises.

During 2023 this was split into two separate designated funds, one for the house and grounds, and one for activity equipment.

The 50th Anniversary Fund exists as a reserve to provide for costs associated with the upcoming 50th anniversary celebrations.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2023

Restricted funds

Year ended 31 December 2023

	At 1 January 2023	Income	Expenditure	Transfers	At 31 December 2023
	£	£	£	£	£
Equipment Reserve	908	–	(154)	–	754
Centre Manager's Discretion Fund	–	–	(900)	2,000	1,100
	<u>908</u>	<u>–</u>	<u>(1,054)</u>	<u>2,000</u>	<u>1,854</u>

Analysis of charitable funds (continued)

Year ended 31 December 2022

	At 1 January 2022	Income	Expenditure	Transfers	At 31 December 2022
	£	£	£	£	£
Equipment Reserve	1,178	–	(270)	–	908
	<u>1,178</u>	<u>–</u>	<u>(270)</u>	<u>–</u>	<u>908</u>

The restricted Equipment Reserve represents external funding towards various projects.

The restricted Centre Manager's Discretion fund represents external funding towards various projects.

21. Analysis of net assets between funds

Year ended 31 December 2023

	Unrestricted Funds	Restricted Funds	Total Funds 2023
	£	£	£
Tangible assets	222,533	–	222,533
Current assets	211,920	1,854	213,774
Creditors less than 1 year	(33,973)	–	(33,973)
Net assets	<u>400,480</u>	<u>1,854</u>	<u>402,334</u>

Year ended 31 December 2022

	Unrestricted Funds	Restricted Funds	Total Funds 2022
	£	£	£
Tangible assets	232,213	–	232,213
Current assets	204,562	908	205,470
Creditors less than 1 year	(44,065)	–	(44,065)
Net assets	<u>392,710</u>	<u>908</u>	<u>393,618</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2023

22. Related parties

The Norwich Diocesan Board of Finance Limited (NDBF) is the custodian trustee. NDBF also leases the premises to the Centre under a 50 year lease at an annual rent of £12 (market value £18,000).

HORSTEAD CENTRE

England & Wales - Charity number 303986

Accounts

CHARITY REGISTRATION NUMBER: 303986

The Horstead Centre
Unaudited financial statements
31 December 2022

The Horstead Centre

Financial statements

Year ended 31 December 2022

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The Horstead Centre

Trustees' annual report

Year ended 31 December 2022

The trustees present their report and the unaudited financial statements of the charity for the year ended 31 December 2022.

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

Reference and administrative details

Registered charity name	The Horstead Centre
Charity registration number	303986
Principal office	The Horstead Centre Horstead Norwich NR12 7EP

The trustees

The trustees who served during the year and at the date of approval were as follows:

Mr C Lawrence (Chairman)
Rev M Capron
Mr P Dunning
Mrs J K Elliott-Hunter
Mrs C Fleming
Mrs K Hirst
Mrs K Sims
Mr A Yuill
Mrs C Rees
Mr J Richardson
Mr T Sweeting

Custodian trustee Norwich Diocesan Board of Finance Limited

Centre manager William Mills

Independent examiner M Proctor FCA DChA
Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Bankers Barclays Bank Plc
5-7 Red Lion Street
Norwich
Norfolk
NR1 3QH

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2022

Objectives and activities

The objective (Mission Statement) of the Trust is to:

'Provide the opportunity for young people, within or near the Diocese of Norwich, to develop their spiritual, physical, intellectual and social capacities within a caring Christian community'.

We provide a high quality of service, care and experience within a safe residential environment.

Achievements and performance

The Trust reports a general fund deficit for the year to 31 December 2022 of £4,440 as detailed in the accounts. This deficit can be attributed to two predominant factors. The lesser of these was the impact of COVID on the first quarter of the year when three cancellations due to COVID outbreaks resulted in a poorer than predicted start to the year. The prominent factor contributing to this deficit, however, was the increased cost of wages, energy, food, and equipment associated with running the Centre, driven by rapidly escalating inflation. The Trustees took the decision to absorb some of this additional cost inflation and not increase prices by as much, to try to continue to make the Centre as accessible as possible to schools and families in these difficult economic times for many.

Regarding wages, The Horstead Centre's Trustees are committed to paying all staff at least the Real Living Wage (RLW), as set out by the Living Wage Foundation. The RLW has increased significantly because of the rising cost of living, and this therefore has an inflationary effect on all wages at the Horstead Centre. Across the sector, recruitment and retention of qualified staff is a significant challenge. Therefore, affordable investment in the wages and continuing professional development (CPD) of the Horstead Centre's professional and experienced team is, and will remain, a priority.

In response to these inflated costs, the Trustees have approved a series of measures to increase revenue and to reduce costs where possible. These measures include the application of a 10% price increase applied to all 2023 bookings from March onwards. This price increase was carefully calculated to ensure that a visit to the Horstead Centre still represents excellent value for our guests. The Management will also use the Manager's Discretionary Fund (which is restricted for this purpose) in support of those who need it most.

The level of the general reserves at the end of the year, at £361,650, is such that the Trustees are confident that the Centre's operations will continue to be sustainable. Furthermore the £272,634 revenue through Charitable Activities (compared to £139,853 in 2021) shows a stable and continuing recovery of the demand for the Centre's services, post-COVID. This itself is evidenced by the consistently high numbers of booked visitors for 2023.

Despite a slow start to the season, 2022 represented the first full year of delivery since the COVID pandemic interrupted operations in 2020. The number of bookings has recovered to close to pre-COVID levels, but the proportion of activity days compared to residential visits has increased, in part due to the success of holiday provision like the Holiday Activity and Food Program.

The Centre's ability to capitalise on this post-COVID recovery in demand is largely down to the adoption of a policy to retain the full staff team; to utilise the Government Furlough scheme and the Centre's free reserves to protect wages throughout COVID. The fact that the outdoor education industry nationally has experienced significant challenges in recruiting and retaining qualified staff is testament to the efficacy of this policy.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2022

Achievements and performance *(continued)*

Most of the bookings in 2022 were primary school residential groups, but the Centre has also welcomed local charities, youth projects and Church groups. Notably, the Horstead Centre delivered 15 activity days funded by the Holiday Activity and Food programme. This valuable provision of positive activities and healthy food for children from less affluent local families was well attended and will remain a priority after this funding ends in 2024.

In early 2022 the Horstead Centre's Trustees approved the transfer of £13,880 from designated reserves for the completion of important site-improvement and compliance tasks. These included: an arboriculture survey and tree-work, a professional legionella risk assessment, a new mower, repairs to the lift, the construction of two new staithe, and the creation of a new high-ropes activity, "Vertical Challenge." These tasks and purchases were completed throughout the year and within budget.

Early in 2022, the Centre Manager secured permits and permission to rebuild the Horstead Community Staithe and negotiated a land-use agreement with the Horstead Pools' Land Trust for the construction of a second Staithe, (this for the exclusive use of the Horstead Centre) further upstream. During the summer, the Horstead Centre's team replaced the old Community Staithe with a significantly improved platform. Work on the second staithe began in Autumn 2022 and will be completed by March 2023. The £5000 of reserves originally designated to these tasks was bolstered by a £2,000 donation from The Red House Youth Trust. The Horstead Centre also received donated materials from a local aggregate quarry, owned by Longwater Gravel.

In October, the Horstead Centre collaborated with the Broads Authority to deliver a "Big Green Day" in participation with the national "Big Green Week". The day comprised canoeing, habitat creation, conservation, and exploration. It was well attended and feedback was overwhelmingly positive. This new provision complements the Centre's aspirations to create more opportunities for local families to engage more with their local community and with their natural environment.

In November 2022, the Horstead Centre passed its bi-annual Learning Outside the Classroom (LOtC) inspection. The Centre has therefore retained both its LOtC and Adventure Mark accreditations and was particularly complimented in areas of overall safety, quality of delivery and record keeping.

The Horstead Centre continues to celebrate its affiliation with the Church of England Diocese of Norwich. In 2022 the Board of Trustees was further strengthened by the addition of Diocesan Secretary, Tim Sweeting.

The Horstead Centre also records its gratitude for the subsidy received from the Diocese of Norwich Board of Finance, in the form of an annual rent grant. This grant supports the Centre's ability to invest in the continued delivery and development of high-quality provision at an affordable price. This support has also strengthened the Centre's resilience when faced with the recent challenges of COVID-19 and rapid inflation.

Lastly, 2022 represents the final full year that the Horstead Centre's Finance Officer, Elaine Cissell, has managed the accounts. This report is a suitable place to put on permanent record the heartfelt gratitude of the Horstead Centre's team and Trustees for her 40 years of dedicated service to the charity, each one of which has been delivered with the utmost professionalism, the highest standards and with caring, good humour.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2022

Financial review

The general fund produced a deficit of £4,440 (2021: deficit of £44,697) before transfers to and from designated funds as set out in note 20. The net decrease in total funds for the year amounted to £16,793 as shown on page 8 (2021: £45,197).

Reserves Policy

The charity currently holds £393,618 (2021: £422,350) in reserves. Of these reserves, £392,710 (2021: £421,172) is held within unrestricted funds and £908 (2021: £1,178) within restricted funds, these are summarised in note 20.

It is the policy of the Trustees to:

'Retain sufficient free general fund reserves to support the costs of running the Horstead Centre and management and administration costs for a three month period, which amounts to approximately £84,000.'

The charity had free general fund reserves (excluding fixed assets) at 31 December 2022 amounting to £129,437 (2021: £127,989).

Designated funds, all of which are held for specific purposes, are summarised in note 20. Free designated funds amounted to £31,060 at 31 December 2022 (2021: £43,143).

The surplus free reserves are being held against opportunities arising at short notice for acquiring and improving land and assets adjacent to the Centre.

Principal Funding Sources

The principal funding source of the charity is from charges made for the provision of indoor and outdoor learning facilities for children and young people within the Diocese through the operation of a residential and activity centre.

Investment Policy

The Trustees consider that there are no funds available for long term investment and, having considered the options available, have decided to place available funds in CBF Church of England Deposit Funds. The Trustees continue to consider higher yielding alternatives where appropriate, and during the prior year the Trustees decided to place part of the sum held at CBF into an alternative account with Cambridge and Counties, securing an improved rate of interest.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2022

Plans for future periods

The Horstead Centre still has the capacity to undertake more bookings in the winter months, school holidays and during evenings and weekends. The management will continue efforts to increase bookings from Primary schools through targeted promotions and improved marketing.

The Management will simultaneously explore grants, funds and partnerships which have the potential to broaden the reach of the Centre's Mission for children and young people, whilst also improving the Centre's ability to engage people in a positive and sustainable way with their community and with their local natural environment.

The Horstead Centre will continue its holiday provision through the Holiday Activity and Food (HAF) program. This funding is likely to continue into 2024 but the Management will begin to look at how the Horstead Centre can sustain this valuable work further into the future.

The Trustees have approved a new budget for 2023, based on the healthy calendar of bookings secured for this year and the predicted income from these bookings. At the point of writing, bookings for 2023 are steady all year around, with a fully booked period between March and August. The Horstead Centre is budgeting to make a small surplus in 2023.

By applying a 10% price increase to 2023 bookings, the Horstead Centre has taken a necessary step in counteracting the continuing financial risks imposed by rapid inflation. Further measures in 2023 will include the stricter application of the Centre's existing cancellation policy and clearer communication with our guests regarding their liabilities for any cancellation or reduction in booked numbers. Costs in all areas continue to rise and these will be carefully monitored and considered when setting prices and policies into 2024. These decisions are not made lightly or with enthusiasm but are essential to safeguard the long term sustainability of the Centre.

The Horstead Centre will continue to improve its environmental sustainability and reduce its own carbon footprint over the coming years. The Centre's Environmental Sustainability Plan will be published in 2023. This will set out the Centre's existing environmental sustainability efforts alongside its plans to improve in all areas of our provision and delivery, and how we will aim to reach carbon neutrality. Through the implementation of this plan, the Centre aims to better live up to the expectations of our young guests and play our part in responding to the climate emergency we all face, at the same time as reducing our costs and setting a stronger example within our sector and local community. Specific improvements in 2023 will include the creation of a new Outdoor Classroom, and the creation of an on-site allotment area.

Despite rapidly increasing costs, the management and Trustees intend to prioritise continued investment in the Centre, its fabric, staff, environmental sustainability, and its resources. To achieve this in an increasingly challenging financial environment the management will also look to available grants and funds which may be able to support new ideas and environmentally conscious investments.

The Trustees and Centre Manager will continue to make decisions which reflect the financial situation of the Centre, the prospects for new business and the best interests of its staff.

Structure, governance and management

Governing document

The Horstead Centre was established under a Trust Deed dated 20 November 1969. The Trust was registered with the Charity Commission (registration number 303986) on 8 May 1970 as a charity whose primary purpose is to provide a residential training centre for young people in or near the vicinity of the Norwich Diocese.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2022

Structure, governance and management *(continued)*

Recruitment and appointment of Trustees

The body of Trustees consists of a maximum of 12 persons being 2 ex-officio Trustees, 4 nominated Trustees and 6 co-opted Trustees.

The ex-officio Trustees are The Director of Education for the Diocese and the Chair of the Youth Task Force for the Diocese. The nominated Trustees are appointed as follows:

- * The Bishop of Norwich appoints a Chairman
- * The Horstead Church Parochial Council appoints one Trustee
- * The Norwich Diocesan Bishop's Council appoints two Trustees

Each appointment shall be made for a term of four years at a meeting convened and held according to the ordinary practice of the appointing body. This person may be, but need not be, a member of the appointing body.

Co-opted Trustees shall be persons who through residence, occupation, employment or otherwise have special knowledge of the area of benefit or who are otherwise able by virtue of their personal or professional qualifications to make a contribution to the pursuit of the objects or management of the charity. They shall be appointed for a term of five years by a resolution of the Trustees, passed at a special meeting of which not less than 21 days notice has been given.

Trustee Induction and Training

All Trustees are provided with copies of:

- * The Trust Deed
- * The latest accounts of the Trust

and are advised to read Charity Commission guidance notes CC3 - "The Essential Trustee: What you need to know, what you need to do" and the Charity Governance Code.

In addition Trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

Risk Management

A sub-committee of the Trustees has identified the major risks to which the charity is exposed and systems have been established to mitigate those risks. These risks are reviewed annually.

Organisational structure

The Trustees are legally responsible for the overall management and control of the Centre and meet four times a year.

The operational management of the Centre is the responsibility of the Centre Manager, who reports to the Trustees.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2022

Structure, governance and management *(continued)*

Public Benefit

The Trustees of The Horstead Centre have had due regard to the Charity Commission's guidance on public benefit.

The Horstead Centre is a residential outdoor education centre working with a wide range of local school and community groups. The active learning we provide, which utilises our local environment including the Norfolk Broads, can be some of the most memorable learning experiences for the children and young people who stay with us. Our guests experience the world beyond the classroom as an essential part of learning and personal development, whatever their age, ability or circumstance. Working in partnership with school teachers and youth group leaders our programme provides a crucial route to the 'Every Child Matters' outcomes, in particular enjoying & achieving, staying safe and being healthy.

Connected Charity

The Horstead Centre has a working relationship with Norwich Diocesan Board of Finance, who are the custodian Trustees and landlords. The Centre Manager holds a position on the Diocesan Board of Education to ensure close links with schools across the Diocese.

True and fair override

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the 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 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Independent examiner

A resolution to reappoint Mark Proctor of Lovewell Blake LLP as independent examiner for the ensuing year will be proposed at the Annual General Meeting.

The trustees' annual report was approved on 21 July 2023 and signed on behalf of the board of trustees by:

Mr C Lawrence
Chairman

The Horstead Centre

Independent examiner's report to the trustees of The Horstead Centre

Year ended 31 December 2022

I report to the charity trustees on my examination of the financial statements of the charity for the year ended 31 December 2022 which comprise the statement of financial activities, balance sheet and the related notes.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

The Horstead Centre

Independent examiner's report to the trustees of The Horstead Centre *(continued)*

Year ended 31 December 2022

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Your attention is drawn to the fact that the Charity has prepared the accounts (financial statements) 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 (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has since been withdrawn.

I understand that this has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

M Proctor FCA DChA
Independent Examiner

Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

26 July 2023

The Horstead Centre

Statement of financial activities

Year ended 31 December 2022

	Notes	General Fund £	Designated Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Income from:						
Donations and legacies	4	24,201	4,000	-	28,201	44,641
Charitable activities	5	272,634	-	-	272,634	139,853
Other trading activities	6	4,391	-	-	4,391	2,206
Investments	7	1,700	-	-	1,700	739
Other income	8	-	-	-	-	46,529
Total income		<u>302,926</u>	<u>4,000</u>	<u>-</u>	<u>306,926</u>	<u>233,968</u>
Expenditure on:						
Raising funds	9	(1,906)	-	-	(1,906)	(1,021)
Charitable activities	10	<u>(305,460)</u>	<u>(16,083)</u>	<u>(270)</u>	<u>(321,813)</u>	<u>(278,144)</u>
Total expenditure		<u>(307,366)</u>	<u>(16,083)</u>	<u>(270)</u>	<u>(323,719)</u>	<u>(279,165)</u>
Net expenditure		(4,440)	(12,083)	(270)	(16,793)	(45,197)
Transfers between funds		-	-	-	-	-
Net movement in funds for the period		(4,440)	(12,083)	(270)	(16,793)	(45,197)
Reconciliation of funds:						
Total funds brought forward		366,090	43,143	1,178	410,411	467,547
Prior year adjustment		-	-	-	-	(11,939)
Total funds brought forward as restated		<u>366,090</u>	<u>43,143</u>	<u>1,178</u>	<u>410,411</u>	<u>455,608</u>
Total funds carried forward		<u>361,650</u>	<u>31,060</u>	<u>908</u>	<u>393,618</u>	<u>410,411</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 12 to 22 form part of these financial statements

The Horstead Centre

Balance sheet

Year ended 31 December 2022

	Notes	General Fund £	Designated Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Fixed assets						
Tangible assets	15	232,213	-	-	232,213	250,040
Current assets						
Stock	16	5,223	-	-	5,223	3,080
Debtors	17	11,401	-	-	11,401	12,379
Cash at bank and in hand		156,878	31,060	908	188,846	192,585
		173,502	31,060	908	205,470	208,044
Liabilities						
Creditors: amounts falling due within one year	18	(44,065)	-	-	(44,065)	(35,734)
Net current assets		<u>129,437</u>	<u>31,060</u>	<u>908</u>	<u>161,405</u>	<u>172,310</u>
Total assets less current liabilities		<u>361,650</u>	<u>31,060</u>	<u>908</u>	<u>393,618</u>	<u>422,350</u>
Net assets		<u>361,650</u>	<u>31,060</u>	<u>908</u>	<u>393,618</u>	<u>422,350</u>
The funds of the charity						
Restricted Funds		-	-	908	908	1,178
Unrestricted Funds						
Designated Funds		-	31,060	-	31,060	43,143
General Fund		361,650	-	-	361,650	378,029
Total charity funds	20	<u>361,650</u>	<u>31,060</u>	<u>908</u>	<u>393,618</u>	<u>422,350</u>

These financial statements were approved by the Trustees and authorised for issue on 21 July 2022 and are signed on their behalf by:

Mr C Lawrence
Chairman

The notes on pages 11 to 21 form part of these financial statements

The Horstead Centre

Notes to the financial statements

Year ended 31 December 2022

1. General information

The charity is a registered charity in England and Wales and is unincorporated. The address of the principal office is The Horstead Centre, Horstead, Norwich, NR12 7EP.

2. Statement of compliance

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

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the 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 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

3. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain items at fair value.

The financial statements are prepared in sterling, which is the functional currency of the entity, and rounded to the nearest £.

(b) 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 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. The trustees have considered the impact of COVID-19 on the charity in making this assessment.

(c) Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2022

3. Accounting policies *(continued)*

(d) Income

All income is included in the Statement of Financial Activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

(e) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

(f) Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2022

3. Accounting policies *(continued)*

(g) Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Improvements to leasehold property	-	Over period of lease (Abseil tower 5% straight line)
Motor vehicles	-	20% straight line
Furniture and equipment	-	20% / 33% straight line

(h) Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

(i) Financial instruments

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

(j) Defined contribution plans

The charity contributes to a Group Personal Pension Plan for certain employees and the contributions are charges to the Statement of Financial Activities in the year of payment.

(k) 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 an impairment are recognised in expenditure.

(l) Cash at bank

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less.

4. Donations and legacies

	Unrestricted Funds	Total Funds 2022	Unrestricted Funds	Total Funds 2021 <i>(restated)</i>
	£	£	£	£
Donations				
Rent of Centre - Gift in kind	18,000	18,000	18,000	18,000
Other donations and grants	10,201	10,201	584	584
Local authority coronavirus support	—	—	26,057	26,057
	<u>28,201</u>	<u>28,201</u>	<u>44,641</u>	<u>44,641</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2022

5. Charitable activities

	Unrestricted Funds	Total Funds 2022	Unrestricted Funds	Total Funds 2021 <i>(restated)</i>
	£	£	£	£
Residential income	145,215	145,215	61,911	61,911
Self catering and day hire	1,292	1,292	165	165
Activities income	126,127	126,127	77,777	77,777
	<u>272,634</u>	<u>272,634</u>	<u>139,853</u>	<u>139,853</u>

6. Other trading activities

	Unrestricted Funds	Total Funds 2022	Unrestricted Funds	Total Funds 2021 <i>(restated)</i>
	£	£	£	£
Sale of goods	<u>4,391</u>	<u>4,391</u>	<u>2,206</u>	<u>2,206</u>

7. Investment income

	Unrestricted Funds	Total Funds 2022	Unrestricted Funds	Total Funds 2021 <i>(restated)</i>
	£	£	£	£
Bank interest receivable	<u>2,973</u>	<u>2,973</u>	<u>739</u>	<u>739</u>

8. Other income

	Unrestricted Funds	Total Funds 2022	Unrestricted Funds	Total Funds 2021 <i>(restated)</i>
	£	£	£	£
Furlough income	<u>–</u>	<u>–</u>	<u>46,529</u>	<u>46,529</u>

9. Costs of other trading activities

	Unrestricted Funds	Total Funds 2022	Unrestricted Funds	Total Funds 2021 <i>(restated)</i>
	£	£	£	£
Fundraising trading - Costs of goods sold and other costs	<u>1,906</u>	<u>1,906</u>	<u>1,021</u>	<u>1,021</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2022

10. Expenditure on charitable activities by fund type

	Unrestricted Funds	Restricted Funds	Total Funds 2022
	£	£	£
Wages and salaries	192,476	–	192,476
Pension costs	10,033	–	10,033
Provisions and consumables	21,273	–	21,273
Motor and travel expenses	1,703	–	1,703
Laundry and cleaning	1,963	–	1,963
Light and heat	7,354	–	7,354
Rent	18,000	–	18,000
Rates	2,188	–	2,188
Insurance	6,623	–	6,623
Printing, postage and stationery	565	–	565
Advertising	1,447	–	1,447
Telephone	1,740	–	1,740
Maintenance	25,974	270	26,244
Staff expenses and training	2,724	–	2,724
Professional fees	4,994	–	4,994
General expenses	2,452	–	2,452
Depreciation	17,827	–	17,827
Governance costs	3,480	–	3,480
	<u>322,816</u>	<u>270</u>	<u>323,086</u>
	Unrestricted Funds	Restricted Funds	Total Funds 2021 <i>(restated)</i>
	£	£	£
Wages and salaries	186,457	–	186,457
Pension costs	6,498	–	6,498
Provisions and consumables	8,201	–	8,201
Motor and travel expenses	1,124	–	1,124
Laundry and cleaning	1,029	–	1,029
Light and heat	6,196	–	6,196
Rent	18,000	–	18,000
Rates	1,825	–	1,825
Insurance	4,696	–	4,696
Printing, postage and stationery	376	–	376
Advertising	1,014	–	1,014
Telephone	2,151	–	2,151
Maintenance	5,235	–	5,235
Staff expenses and training	3,161	–	3,161
Professional fees	5,715	–	5,715
General expenses	1,363	–	1,363
Depreciation	21,883	–	21,883
Governance costs	3,220	–	3,220
	<u>278,144</u>	<u>–</u>	<u>278,144</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2022

11. Analysis of governance costs

	Governance costs	Total 2022	Total 2021
	£	£	£
Independent examination fees	<u>3,480</u>	<u>3,480</u>	<u>3,220</u>

12. Net expenditure

Net expenditure is stated after charging/(crediting):

	2022	2021 <i>(restated)</i>
	£	£
Depreciation of tangible fixed assets	<u>17,827</u>	<u>21,883</u>

13. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2022	2021 <i>(restated)</i>
	£	£
Wages and salaries	185,491	179,231
Social security costs	6,985	7,226
Employer contributions to pension plans	<u>10,033</u>	<u>6,498</u>
	<u>202,509</u>	<u>192,955</u>

The average head count of employees during the year was 15 (2021: 15). The average number of full-time equivalent employees during the year is analysed as follows:

	2022 No.	2021 No.
Administration - part-time	3	3
Direct - full-time	6	6
Direct - part-time (full-time equivalent)	<u>6</u>	<u>6</u>
	<u>15</u>	<u>15</u>

No employee received employee benefits of more than £60,000 during the year (2021: Nil).

14. Trustee remuneration and expenses

The Trustees received no remuneration or expenses from the charity during the year.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2022

15. Tangible fixed assets

	Improve- ments to Leasehold Property £	Motor vehicles £	Equipment £	Total £
Cost				
At 1 January 2022 (as restated) and 31 December 2022	510,336	6,553	189,962	706,851
Depreciation				
At 1 January 2022	266,692	6,553	183,566	456,811
Charge for the year	11,431	–	6,396	17,827
At 31 December 2022	278,123	6,553	189,962	474,638
Carrying amount				
At 31 December 2022	232,213	–	–	232,213
At 31 December 2021	243,644	–	6,396	250,040

16. Stocks

	2022	2021 <i>(restated)</i>
	£	£
Raw materials and consumables	5,223	3,080
Analysed as:		
	2022	2021
	£	£
Provisions	1,736	1,304
Souvenirs and other goods for resale	3,487	1,776
	5,223	3,080

17. Debtors

	2022	2021 <i>(restated)</i>
	£	£
Trade debtors	5,638	9,787
Prepayments and accrued income	5,738	2,592
Other debtors	25	–
	11,401	12,379

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2022

18. Creditors: Amounts falling due within one year

	2022	2021 <i>(restated)</i>
	£	£
Accruals and deferred income	18,720	16,877
Social security and other taxes	4,625	5,165
Deposits in advance	14,145	15,650
Other creditors	<u>6,575</u>	<u>9,981</u>
	<u>44,065</u>	<u>47,673</u>

Deferred income

Deposits in advance income comprises the advance receipt of income in respect of accommodation bookings:

	2022	2021
	£	£
Balance as at 1 January	15,650	13,900
Amount released to income	(15,650)	(13,900)
Amount deferred in year	<u>14,145</u>	<u>15,650</u>
Balance at 31 December	<u>14,145</u>	<u>15,650</u>

19. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £10,033 (2021: £6,498).

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2022

20. Analysis of charitable funds

Unrestricted funds

Year ended 31 December 2022

	At 1 January 2022 Restated £	Income £	Expenditure £	Transfers £	At 31 December 2022 £
General funds	366,090	302,926	(307,366)	–	361,650
Equipment Reserve	2,169	–	(2,130)	–	39
Centre Manager's Discretion Fund	8,478	2,000	–	–	10,478
Fabric Fund	29,621	2,000	(13,953)	–	17,668
50th Anniversary Fund	2,875	–	–	–	2,875
	<u>409,233</u>	<u>306,926</u>	<u>(323,449)</u>	<u>–</u>	<u>392,710</u>

Year ended 31 December 2021

	At 1 January 2021 Restated £	Income £	Expenditure £	Transfers £	At 31 December 2021 Restated £
General funds	410,787	233,968	(278,665)	–	366,090
Equipment Reserve	2,169	–	–	–	2,169
Centre Manager's Discretion Fund	8,689	–	(229)	18	8,478
Fabric Fund	29,621	–	–	–	29,621
50th Anniversary Fund	3,146	–	(271)	–	2,875
	<u>454,412</u>	<u>233,968</u>	<u>(279,165)</u>	<u>18</u>	<u>409,233</u>

The designated Equipment Reserve exists to provide for equipment purchases.

The Centre Manager's Discretion Fund has been setup from donations and collections received to provide or contribute to the provision of residential training for any young people who, in the opinion of the Trustees, would benefit from attending the Centre but, by reason of financial difficulty, would be unable to provide the full fees thereof.

The Fabric Fund exists as a reserve to provide for repairs to the buildings and premises.

The 50th Anniversary Fund exists as a reserve to provide for costs associated with the upcoming 50th anniversary celebrations.

Restricted funds

Year ended 31 December 2022

	At 1 January 2022 £	Income £	Expenditure £	Transfers £	At 31 December 2022 £
Equipment Reserve	<u>1,178</u>	<u>–</u>	<u>(270)</u>	<u>–</u>	<u>908</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2022

Analysis of charitable funds (continued)

Year ended 31 December 2021

	At 1 January 2021	Income	Expenditure	Transfers	At 31 December 2021
	£	£	£	£	£
Development Fund	18	–	–	(18)	–
Equipment Reserve	1,178	–	–	–	1,178
	<u>1,196</u>	<u>–</u>	<u>–</u>	<u>(18)</u>	<u>1,178</u>

The restricted Equipment Reserve represents external funding towards various projects.

21. Analysis of net assets between funds

Year ended 31 December 2022

	Unrestricted Funds	Restricted Funds	Total Funds 2022
	£	£	£
Tangible assets	232,213	–	232,213
Current assets	204,562	908	205,470
Creditors less than 1 year	(44,065)	–	(44,065)
Net assets	<u>392,710</u>	<u>908</u>	<u>393,618</u>

Year ended 31 December 2021

	Unrestricted Funds	Restricted Funds	Total Funds 2021 Restated
	£	£	£
Tangible assets	250,040	–	250,040
Current assets	206,866	1,178	208,044
Creditors less than 1 year	(47,673)	–	(47,673)
Net assets	<u>409,233</u>	<u>1,178</u>	<u>410,411</u>

22. Related parties

The Norwich Diocesan Board of Finance Limited (NDBF) is the custodian trustee. NDBF also leases the premises to the Centre under a 50 year lease at an annual rent of £12 (market value £18,000).

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2022

23. Prior period adjustment

During the year an underpayment of employer's pension contributions over a number of years was identified, and this was paid over after the year end. As at 31 December 2022 the total amount accrued was £14,474. However £11,939 of this amount related to pre December 2021, and so a prior period adjustment has been made to reflect this.

The prior year financial statements have been restated to correct the following:

	As previously reported £	Prior year adjustment £	Restated £
Statement of financial position			
General reserve brought forward	421,172	(11,939)	409,233
Creditors less than 1 year	(35,734)	(11,939)	(47,673)

HORSTEAD CENTRE

England & Wales - Charity number 303986

Accounts

CHARITY REGISTRATION NUMBER: 303986

The Horstead Centre
Unaudited financial statements
31 December 2021

The Horstead Centre

Financial statements

Year ended 31 December 2021

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The Horstead Centre

Trustees' annual report

Year ended 31 December 2021

The trustees present their report and the unaudited financial statements of the charity for the year ended 31 December 2021.

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

Reference and administrative details

Registered charity name	The Horstead Centre
Charity registration number	303986
Principal office	The Horstead Centre Horstead Norwich NR12 7EP

The trustees

The trustees who served during the year and at the date of approval were as follows:

Mr C Lawrence (Chairman)
Mr R Butler MBE, DL (resigned 16 July 2021)
Mr P Dunning
Mrs J K Elliott-Hunter (appointed 29 January 2021)
Mrs C Fleming
Mrs J Hawksley (resigned 16 July 2021)
Mrs K Hirst
The Rt Revd Jonathan Meyrick, Bishop of Lynn (resigned 29 January 2021)
Mr D Pearson (resigned 16 July 2021)
Mrs K Sims
Mr A Yuill
Mrs C Rees
Rev M Capron (appointed 24 September 2021)
Mr J Richardson (appointed 16 July 2021)

Custodian trustee Norwich Diocesan Board of Finance Limited

Centre manager William Mills

Independent examiner M Proctor FCA DChA
Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Bankers Barclays Bank Plc
5-7 Red Lion Street
Norwich
Norfolk
NR1 3QH

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2021

Objectives and activities

The objective (Mission Statement) of the Trust is to:

'Provide the opportunity for young people, within or near the Diocese of Norwich, to develop their spiritual, physical, intellectual and social capacities within a caring Christian community'.

We provide a high quality of service, care and experience within a safe residential environment.

Achievements and performance

The Trust reports a deficit for the year to 31 December 2021 of £45,197 as detailed in the accounts. This deficit can be exclusively attributed to the continued impact of the COVID-19 Pandemic on trading. However, the level of the general reserves at the end of the year, at £378,029, are such that the Trustees are confident that the continuing sustainability of the Centre has not been impaired. Furthermore the £139,853 taken through Charitable Activities (compared to £38,313 in 2020) shows a strong recovery of the demand for the Centre's services, and our ability to quickly respond to it. The Trustees have confidence in the Centre's ability to continue this recovery and to meet its obligations as they arise.

Towards the end of 2020 COVID-19 cases were soaring, and the Government imposed a series of local and national restrictions. Despite a full calendar of bookings from January onwards, the Horstead Centre started 2021 under National Lockdown restrictions; effectively closing the Centre for business until April 2021.

During this time The Centre Manager, Chief Instructor and Finance Officer worked to prepare the Centre for safe re-opening when restrictions allowed. This work included detailed budgeting and the development of quality COVID-Secure policies and processes and risk assessments. The Manager also contributed to local and national campaigns, intending to influence government policy regarding our industry. The purpose of these campaigns was to highlight the important contribution that our provision can make to the social, emotional, spiritual, and educational recovery of young people, post COVID; as well as making a case for the preparedness of the Horstead Centre (and the Outdoor Education industry in general) to re-open safely along with other industries in April.

Between January and April, most staff remained on "furlough" with the support of the government's Job Retention Scheme (JRS). They were then moved to a flexible Furlough arrangement within the JRS from April 2021, to allow time to re-acclimatise to the work of the Centre and to its new processes. During the first 8 months of 2021, the JRS made a continuing and critical contribution to the Centre's ability to retain its experienced workforce, and to recover quickly when restrictions allowed. During this time the Horstead Centre and its Trustees continued with the policy of "topping up" staff wages to ensure they received their normal full contracted amount over and above the JRS levels of support.

From April 2021 the Centre was allowed to reopen: first for activity days only and then for residential visits also. Promotional work during lockdown and a flexible bookings policy helped to ensure that the Centre had bookings in place when it was finally allowed to fulfill them. The Trustees and Management were relieved to find that experiences such as those offered at Horstead, remained high on schools' priorities when reintegrating children with their peers and their education.

Whilst school residential bookings recovered well from May, the Manager wrote to several Norfolk charities who work in support of children and young people to increase visitor booking numbers. Subsequent bookings from these invitations helped to bolster groups visiting during holiday periods, bringing in additional income during quieter months.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2021

Achievements and performance *(continued)*

A lean final quarter was, in part, caused by sporadic cancellations due to returning high levels of COVID infections, and continued hesitancy from some regular visitors, especially international groups and youth projects who were still experiencing more limiting restrictions in their own countries.

Despite a truncated season and the ongoing influence of COVID on bookings, the Centre's end-of-year deficit was significantly smaller than the (£60,000) estimated in the January 2021 budget. The early efforts to prepare for safe re-opening and the ongoing diligence of the team paid dividends and the Centre experienced no COVID outbreaks within our staff team or visiting groups. The team ended the year with a few weeks of maintenance, training and with team discussions on the improvement of our Environmental Sustainability, our Mission and Core Values statements and on improving our systems and delivery.

Financial review

The general fund produced a deficit of £44,697 (2020: deficit of £100,422) before transfers to and from designated funds as set out in note 21. The net decrease in total funds for the year amounted to £45,197 as shown on page 8 (2020: £109,724).

Reserves Policy

The charity currently holds £422,350 (2020: £467,547) in reserves. Of these reserves, £421,172 (2020: £466,351) is held within unrestricted funds and £1,178 (2020: £1,196) within restricted funds, these are summarised in note 21.

It is the policy of the Trustees to:

'Retain sufficient free general fund reserves to support the costs of running the Horstead Centre and management and administration costs for a three month period, which amounts to approximately £84,000.'

The charity had free general fund reserves (excluding fixed assets) at 31 December 2021 amounting to £127,989 (2020: £150,803).

Designated funds, all of which are held for specific purposes, are summarised in note 21 on page 19. Free designated funds amounted to £43,143 at 31 December 2021 (2020: £46,325).

The surplus free reserves are being held against opportunities arising at short notice for acquiring and improving land and assets adjacent to the Centre.

Principal Funding Sources

The principal funding source of the charity is from charges made for the provision of indoor and outdoor learning facilities for children and young people within the Diocese through the operation of a residential and activity centre.

Investment Policy

The Trustees consider that there are no funds available for long term investment and, having considered the options available, have decided to place available funds in CBF Church of England Deposit Funds. The Trustees continue to consider higher yielding alternatives where appropriate, and during the prior year the Trustees decided to place part of the sum held at CBF into an alternative account with Cambridge and Counties, securing an improved rate of interest.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2021

Plans for future periods

The Trustees have approved a new budget for 2022, based on the healthy calendar of bookings secured for this year and the predicted income from these bookings. At the point of writing, bookings for 2022 are steady all year around, with a fully booked period between March and Sept. The Horstead Centre is budgeting to make a small surplus in 2022.

Due to myriad national and global factors the cost of running the Horstead Centre is steadily increasing. Increased costs include National Insurance Contributions, insurance, energy bills and supplies. These costs will be carefully monitored over the next 12 months and taken into consideration when planning further key financial decisions.

The Horstead Centre and its Trustees are also aware of the impact that the increasing cost of living is having on our own staff. Recruitment of quality new staff is a challenge nationally within our industry. In recognition of this, in February 2022 the Trustees approved the Manager's proposal for a cost-of-living wage increase of 5% for salaried staff and a re-alignment with the Real Living Wage for those on an hourly rate of pay; this to be actioned from April 2022. The Trustees have also approved 2022 investments in certain essential works and equipment including arboriculture surveys and works, and a new high-ropes activity.

Despite increasing costs, the Management and Trustees intend to prioritise the replenishment of reserves (reduced through COVID) and the continued investment in the Centre, its fabric, staff and resources. To achieve this the Trustees have approved the Manager's proposal of modest price increases, from mid-2022 onwards. These price increases will be, on average, 7% for a typical booking; an increase that still represents good value for money when compared to the wider industry and to our immediate competition.

Other priorities in 2022 include the development of an Environmental Sustainability Action Plan; a series of progressive changes aiming to reduce cost and carbon footprint and to better live up to the expectations of our young guests. The trustees will also work with the Manager to more clearly set out our Core Values Statement and to develop a Vision Statement for the Horstead Centre.

Practical objectives for the Centre include improvements to our river access and staithe, for which the Centre has now received the necessary permissions and permits. We will install a new High Ropes Activity and ensure that we invest more time in the professional development of our staff.

The Trustees and Manager will continue to make decisions which reflect the financial situation of the Centre, the prospects for new business and the best interests of its staff.

Structure, governance and management

Governing document

The Horstead Centre was established under a Trust Deed dated 20 November 1969. The Trust was registered with the Charity Commission (registration number 303986) on 8 May 1970 as a charity whose primary purpose is to provide a residential training centre for young people in or near the vicinity of the Norwich Diocese.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2021

Structure, governance and management *(continued)*

Recruitment and appointment of Trustees

The body of Trustees consists of a maximum of 12 persons being 2 ex-officio Trustees, 4 nominated Trustees and 6 co-opted Trustees.

The ex-officio Trustees are The Director of Education for the Diocese and the Chair of the Youth Task Force for the Diocese. The nominated Trustees are appointed as follows:

- * The Bishop of Norwich appoints a Chairman
- * The Horstead Church Parochial Council appoints one Trustee
- * The Norwich Diocesan Bishop's Council appoints two Trustees

Each appointment shall be made for a term of four years at a meeting convened and held according to the ordinary practice of the appointing body. This person may be, but need not be, a member of the appointing body.

Co-opted Trustees shall be persons who through residence, occupation, employment or otherwise have special knowledge of the area of benefit or who are otherwise able by virtue of their personal or professional qualifications to make a contribution to the pursuit of the objects or management of the charity. They shall be appointed for a term of five years by a resolution of the Trustees, passed at a special meeting of which not less than 21 days notice has been given.

Trustee Induction and Training

All Trustees are provided with copies of:

- * The Trust Deed
- * The latest accounts of the Trust

and are advised to read Charity Commission guidance notes CC3 - "The Essential Trustee: What you need to know, what you need to do" and the Charity Governance Code.

In addition Trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

Risk Management

A sub-committee of the Trustees has identified the major risks to which the charity is exposed and systems have been established to mitigate those risks. These risks are reviewed annually.

Organisational structure

The Trustees are legally responsible for the overall management and control of the Centre and meet four times a year.

The operational management of the Centre is the responsibility of the Centre Manager, who reports to the Trustees.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2021

Structure, governance and management *(continued)*

Public Benefit

The Trustees of The Horstead Centre have had due regard to the Charity Commission's guidance on public benefit.

The Horstead Centre is a residential outdoor education centre working with a wide range of local school and community groups. The active learning we provide, which utilises our local environment including the Norfolk Broads, can be some of the most memorable learning experiences for the children and young people who stay with us. Our guests experience the world beyond the classroom as an essential part of learning and personal development, whatever their age, ability or circumstance. Working in partnership with school teachers and youth group leaders our programme provides a crucial route to the 'Every Child Matters' outcomes, in particular enjoying & achieving, staying safe and being healthy.

Connected Charity

The Horstead Centre has a working relationship with Norwich Diocesan Board of Finance, who are the custodian Trustees and landlords. The Centre Manager holds a position on the Diocesan Board of Education to ensure close links with schools across the Diocese.

True and fair override

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the 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 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Independent examiner

A resolution to reappoint Mark Proctor of Lovewell Blake LLP as independent examiner for the ensuing year will be proposed at the Annual General Meeting.

The trustees' annual report was approved on and signed on behalf of the board of trustees by:

Mr C Lawrence
Chairman

The Horstead Centre

Independent examiner's report to the trustees of The Horstead Centre

Year ended 31 December 2021

I report to the charity trustees on my examination of the financial statements of the charity for the year ended 31 December 2021 which comprise the statement of financial activities, balance sheet and the related notes.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Your attention is drawn to the fact that the Charity has prepared the accounts (financial statements) 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 (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has since been withdrawn.

I understand that this has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

M Proctor FCA DChA
Independent Examiner

Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

The Horstead Centre

Statement of financial activities

Year ended 31 December 2021

	Notes	General Fund £	Designated Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Income from:						
Donations and legacies	4	44,641	-	-	44,641	45,407
Charitable activities	5	139,853	-	-	139,853	38,313
Other trading activities	6	2,206	-	-	2,206	844
Investments	7	739	-	-	739	1,357
Other income	8	46,529	-	-	46,529	82,318
Total income		<u>233,968</u>	<u>-</u>	<u>-</u>	<u>233,968</u>	<u>168,239</u>
Expenditure on:						
Raising funds	9	(1,021)	-	-	(1,021)	(255)
Charitable activities	10	(277,644)	(500)	-	(278,144)	(277,708)
Total expenditure		<u>(278,665)</u>	<u>(500)</u>	<u>-</u>	<u>(279,165)</u>	<u>(277,963)</u>
Net expenditure		(44,697)	(500)	-	(45,197)	(109,724)
Transfers between funds	21	<u>-</u>	<u>18</u>	<u>(18)</u>	<u>-</u>	<u>-</u>
Net movement in funds for the period		(44,697)	(482)	(18)	(45,197)	(109,724)
Reconciliation of funds:						
Total funds brought forward		<u>422,726</u>	<u>43,625</u>	<u>1,196</u>	<u>467,547</u>	<u>577,271</u>
Total funds carried forward		<u>378,029</u>	<u>43,143</u>	<u>1,178</u>	<u>422,350</u>	<u>467,547</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 10 to 21 form part of these financial statements

The Horstead Centre

Balance sheet

31 December 2021

	Notes	General Fund £	Designated Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Fixed assets						
Tangible assets	16	250,040	-	-	250,040	271,923
Current assets						
Stock	17	3,080	-	-	3,080	3,200
Debtors	18	12,379	-	-	12,379	7,435
Cash at bank and in hand		148,264	43,143	1,178	192,585	208,006
		163,723	43,143	1,178	208,044	218,641
Liabilities						
Creditors: amounts falling due within one year	19	(35,734)	-	-	(35,734)	(23,017)
Net current assets		<u>127,989</u>	<u>43,143</u>	<u>1,178</u>	<u>172,310</u>	<u>195,624</u>
Total assets less current liabilities		<u>378,029</u>	<u>43,143</u>	<u>1,178</u>	<u>422,350</u>	<u>467,547</u>
Net assets		<u>378,029</u>	<u>43,143</u>	<u>1,178</u>	<u>422,350</u>	<u>467,547</u>
The funds of the charity						
Restricted Funds		-	-	1,178	1,178	1,196
Unrestricted Funds						
Designated Funds		-	43,143	-	43,143	43,625
General Fund		378,029	-	-	378,029	422,726
Total charity funds	21	<u>378,029</u>	<u>43,143</u>	<u>1,178</u>	<u>422,350</u>	<u>467,547</u>

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

Mr C Lawrence
Chairman

The notes on pages 10 to 21 form part of these financial statements

The Horstead Centre

Notes to the financial statements

Year ended 31 December 2021

1. General information

The charity is a registered charity in England and Wales and is unincorporated. The address of the principal office is The Horstead Centre, Horstead, Norwich, NR12 7EP.

2. Statement of compliance

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

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the 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 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

3. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain items at fair value.

The financial statements are prepared in sterling, which is the functional currency of the entity, and rounded to the nearest £.

(b) 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 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. The trustees have considered the impact of COVID-19 on the charity in making this assessment.

(c) Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2021

3. Accounting policies *(continued)*

(d) Income

All income is included in the Statement of Financial Activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.

- legacy income is recognised when receipt is probable and entitlement is established.

- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.

- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

(e) Government grants

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the company will comply with the conditions attaching to them and the grants will be received.

Government grants are recognised using the accrual model and the performance model.

Under the accrual model, government grants relating to revenue are recognised on a systematic basis over the periods in which the company recognises the related costs for which the grant is intended to compensate. Grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs are recognised in income in the period in which it becomes receivable.

Grants relating to assets are recognised in income on a systematic basis over the expected useful life of the asset. Where part of a grant relating to an asset is deferred, it is recognised as deferred income and not deducted from the carrying amount of the asset.

Under the performance model, where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

(f) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2021

3. Accounting policies *(continued)*

Expenditure *(continued)*

- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.

- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

(g) Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

(h) Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

(i) Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Improvements to leasehold property	-	Over period of lease (Abseil tower 5% straight line)
Motor vehicles	-	20% straight line
Furniture and equipment	-	20% / 33% straight line

(j) Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

(k) Financial instruments

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

(l) Defined contribution plans

The charity contributes to a Group Personal Pension Plan for certain employees and the contributions are charges to the Statement of Financial Activities in the year of payment.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2021

(m) 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 an impairment are recognised in expenditure.

(n) Cash at bank

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less.

4. Donations and legacies

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Donations				
Rent of Centre - Gift in kind	18,000	18,000	18,000	18,000
Other donations and grants	584	584	407	407
Local authority coronavirus support	26,057	26,057	27,000	27,000
	<u>44,641</u>	<u>44,641</u>	<u>45,407</u>	<u>45,407</u>

Included in grant income is £26,057 (2020: £27,000) received from Broadland District Council.

5. Charitable activities

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Residential income	61,911	61,911	22,095	22,095
Self catering and day hire	165	165	368	368
Activities income	77,777	77,777	15,850	15,850
	<u>139,853</u>	<u>139,853</u>	<u>38,313</u>	<u>38,313</u>

6. Other trading activities

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Sale of goods	2,206	2,206	844	844

7. Investment income

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Bank interest receivable	739	—	739

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Bank interest receivable	1,354	3	1,357

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2021

8. Other income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Furlough income	46,529	46,529	82,318	82,318

9. Costs of other trading activities

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Fundraising trading - Costs of goods sold and other costs	1,021	1,021	255	255

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2021

10. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Wages and salaries	186,457	–	186,457
Pension costs	6,498	–	6,498
Provisions and consumables	8,201	–	8,201
Motor and travel expenses	1,124	–	1,124
Laundry and cleaning	1,029	–	1,029
Light and heat	6,196	–	6,196
Rent	18,000	–	18,000
Rates	1,825	–	1,825
Insurance	4,696	–	4,696
Printing, postage and stationery	376	–	376
Advertising	1,014	–	1,014
Telephone	2,151	–	2,151
Maintenance	5,235	–	5,235
Staff expenses and training	3,161	–	3,161
Professional fees	5,715	–	5,715
General expenses	1,363	–	1,363
Depreciation	21,883	–	21,883
Governance costs	3,220	–	3,220
	<u>278,144</u>	<u>–</u>	<u>278,144</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Wages and salaries	179,492	–	179,492
Pension costs	7,147	–	7,147
Provisions and consumables	4,295	–	4,295
Motor and travel expenses	1,202	–	1,202
Laundry and cleaning	290	–	290
Light and heat	7,055	–	7,055
Rent	18,000	–	18,000
Rates	1,769	–	1,769
Insurance	5,018	–	5,018
Printing, postage and stationery	615	–	615
Advertising	200	–	200
Telephone	1,799	–	1,799
Maintenance	12,871	749	13,620
Staff expenses and training	2,847	–	2,847
Professional fees	4,431	–	4,431
General expenses	4,945	–	4,945
Depreciation	21,883	–	21,883
Governance costs	3,100	–	3,100
	<u>276,959</u>	<u>749</u>	<u>277,708</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2021

11. Analysis of governance costs

	Governance costs	Total 2021	Total 2020
	£	£	£
Independent examination fees	<u>3,220</u>	<u>3,100</u>	<u>3,100</u>

12. Net expenditure

Net expenditure is stated after charging/(crediting):

	2021	2020
	£	£
Depreciation of tangible fixed assets	<u>21,883</u>	<u>21,883</u>

13. Independent examination fees

	2021	2020
	£	£
Fees payable to the independent examiner for:		
Independent examination of the financial statements	3,220	3,100
Other financial services	<u>2,956</u>	<u>2,317</u>
	<u>6,176</u>	<u>5,417</u>

14. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2021	2020
	£	£
Wages and salaries	179,231	172,569
Social security costs	7,226	6,923
Employer contributions to pension plans	<u>6,498</u>	<u>7,147</u>
	<u>192,955</u>	<u>186,639</u>

The average head count of employees during the year was 15 (2020: 15). The average number of full-time equivalent employees during the year is analysed as follows:

	2021	2020
	No.	No.
Administration - part-time	2	1
Direct - full-time	6	5
Direct - part-time (full-time equivalent)	<u>3</u>	<u>4</u>
	<u>11</u>	<u>10</u>

No employee received employee benefits of more than £60,000 during the year (2020: Nil).

15. Trustee remuneration and expenses

The Trustees received no remuneration or expenses from the charity during the year.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2021

16. Tangible fixed assets

	Improve- ments to Leasehold Property £	Motor vehicles £	Equipment £	Total £
Cost				
At 1 January 2021 and 31 December 2021	510,336	6,553	189,962	706,851
Depreciation				
At 1 January 2021	253,479	6,553	174,896	434,928
Charge for the year	13,213	–	8,670	21,883
At 31 December 2021	<u>266,692</u>	<u>6,553</u>	<u>183,566</u>	<u>456,811</u>
Carrying amount				
At 31 December 2021	243,644	–	6,396	250,040
At 31 December 2020	<u>256,857</u>	<u>–</u>	<u>15,066</u>	<u>271,923</u>

17. Stocks

	2021 £	2020 £
Raw materials and consumables	<u>3,080</u>	<u>3,200</u>
Analysed as:		
	2019 £	2018 £
Provisions	1,304	403
Souvenirs and other goods for resale	1,776	2,797
	<u>3,080</u>	<u>3,200</u>

18. Debtors

	2021 £	2020 £
Trade debtors	9,787	1,001
Prepayments and accrued income	2,592	638
Other debtors	–	5,796
	<u>12,379</u>	<u>7,435</u>

19. Creditors: Amounts falling due within one year

	2021 £	2020 £
Accruals and deferred income	4,938	4,664
Social security and other taxes	5,165	–
Deposits in advance	15,650	13,900
Other creditors	9,981	4,453
	<u>35,734</u>	<u>23,017</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2021

19. Creditors: Amounts falling due within one year *(continued)*

Deferred income

Deposits in advance income comprises the advance receipt of income in respect of accommodation bookings:

	2020	2019
	£	£
Balance as at 1 January	10,214	12,954
Amount released to income	(10,214)	(12,954)
Amount deferred in year	<u>15,650</u>	<u>13,900</u>
Balance at 31 December	<u><u>15,650</u></u>	<u><u>13,900</u></u>

20. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £6,498 (2020: £7,147).

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2021

21. Analysis of charitable funds

Unrestricted funds

Year ended 31 December 2021

	At 1 January 2021	Income	Expenditure	Transfers	At 31 December 2021
	£	£	£	£	£
General funds	422,726	233,968	(278,665)	–	378,029
Equipment Reserve	2,169	–	–	–	2,169
Centre Manager's Discretion Fund	8,689	–	(229)	18	8,478
Fabric Fund	29,621	–	–	–	29,621
50th Anniversary Fund	3,146	–	(271)	–	2,875
	<u>466,351</u>	<u>233,968</u>	<u>(279,165)</u>	<u>18</u>	<u>421,172</u>

Year ended 31 December 2020

	At 1 January 2020	Income	Expenditure	Transfers	At 31 December 2020
	£	£	£	£	£
General funds	523,148	168,236	(267,754)	(904)	422,726
Equipment Reserve	5,040	–	(2,871)	–	2,169
Centre Manager's Discretion Fund	7,785	–	–	904	8,689
Fabric Fund	36,034	–	(6,413)	–	29,621
50th Anniversary Fund	3,322	–	(176)	–	3,146
	<u>575,329</u>	<u>168,236</u>	<u>(277,214)</u>	<u>–</u>	<u>466,351</u>

The designated Equipment Reserve exists to provide for equipment purchases.

The Centre Manager's Discretion Fund has been setup from donations and collections received to provide or contribute to the provision of residential training for any young people who, in the opinion of the Trustees, would benefit from attending the Centre but, by reason of financial difficulty, would be unable to provide the full fees thereof.

The Fabric Fund exists as a reserve to provide for repairs to the buildings and premises.

The 50th Anniversary Fund exists as a reserve to provide for costs associated with the upcoming 50th anniversary celebrations.

Restricted funds

Year ended 31 December 2021

	At 1 January 2021	Income	Expenditure	Transfers	At 31 December 2021
	£	£	£	£	£
Development Fund	18	–	–	(18)	–
Equipment Reserve	1,178	–	–	–	1,178
	<u>1,196</u>	<u>–</u>	<u>–</u>	<u>(18)</u>	<u>1,178</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2021

Analysis of charitable funds (continued)

Year ended 31 December 2020

	At 1 January 2020	Income	Expenditure	Transfers	At 31 December 2020
	£	£	£	£	£
Development Fund	764	3	(749)	–	18
Equipment Reserve	1,178	–	–	–	1,178
	<u>1,942</u>	<u>3</u>	<u>(749)</u>	<u>–</u>	<u>1,196</u>

The Development Fund was set up to finance the cost of leasehold property redevelopment, being a major project to enhance the facilities offered by The Horstead Centre. This project has now been completed and the balance of £18 has been transferred to the designated Centre Manager's Discretion Fund.

The restricted Equipment Reserve represents external funding towards various projects.

22. Analysis of net assets between funds

Year ended 31 December 2021

	Unrestricted Funds	Restricted Funds	Total Funds 2021
	£	£	£
Tangible assets	250,040	–	250,040
Current assets	206,866	1,178	208,044
Creditors less than 1 year	(35,734)	–	(35,734)
Net assets	<u>421,172</u>	<u>1,178</u>	<u>422,350</u>

Year ended 31 December 2020

	Unrestricted Funds	Restricted Funds	Total Funds 2020
	£	£	£
Tangible assets	271,923	–	271,923
Current assets	217,445	1,196	218,641
Creditors less than 1 year	(23,017)	–	(23,017)
Net assets	<u>466,351</u>	<u>1,196</u>	<u>467,547</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2021

23. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2021	2020
	£	£
Later than 5 years	300	312

The annual rent is subject to review every five years.

24. Related parties

The Norwich Diocesan Board of Finance Limited (NDBF) is the custodian trustee. NDBF also leases the premises to the Centre under a 50 year lease at an annual rent of £12 (market value £18,000).

HORSTEAD CENTRE

England & Wales - Charity number 303986

Accounts

CHARITY REGISTRATION NUMBER: 303986

The Horstead Centre
Unaudited financial statements
31 December 2020

The Horstead Centre

Financial statements

Year ended 31 December 2020

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The Horstead Centre

Trustees' annual report

Year ended 31 December 2020

The trustees present their report and the unaudited financial statements of the charity for the year ended 31 December 2020.

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

Reference and administrative details

Registered charity name	The Horstead Centre
Charity registration number	303986
Principal office	The Horstead Centre Horstead Norwich NR12 7EP

The trustees

The trustees who served during the year and at the date of approval were as follows:

Mr C Lawrence (Chairman)
Mr R Butler MBE, DL
Mr P Dunning
Mrs J K Elliott-Hunter (appointed 29 January 2021)
Mrs C Fleming
Mrs J Hawksley
Mrs K Hirst
The Rt Revd Jonathan Meyrick, Bishop of Lynn (resigned 29 January 2021)
Mr D Pearson
Mrs K Sims
Mr A Yuill
Mrs C Rees

Custodian trustee Norwich Diocesan Board of Finance Limited

Centre manager William Mills

Independent examiner M Proctor FCA DChA
Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

Bankers Barclays Bank Plc
5-7 Red Lion Street
Norwich
Norfolk
NR1 3QH

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2020

Objectives and activities

The objective (Mission Statement) of the Trust is to:

'Provide the opportunity for young people, within or near the Diocese of Norwich, to develop their spiritual, physical, intellectual and social capacities within a caring Christian community'.

We provide a high quality of service, care and experience within a safe residential environment.

Achievements and performance

The Trust reports a significant general fund deficit for the year to 31 December 2020 of £100,422 as detailed in the accounts. This can be exclusively attributed to the impact of the COVID-19 Pandemic on the Trust's activities. However, the depth of the general reserves at the end of the year, at £422,726, are such that the Trustees are confident that the continuing sustainability of the Centre has not been impaired and that it is able to continue to meet its obligations as they fall due.

The Horstead Centre started the year with a full calendar of bookings and therefore expecting a comparable financial outcome to 2019. National lockdown restrictions were imposed with effect from March 25 and the Centre was only able to accommodate those bookings which fell before then.

During this time the Centre was able to deliver activity days and residential visits for 11 groups welcoming 474 children to the Centre.

Effectively, from 25 March on, the Centre had to consider itself as completely closed. As the pandemic progressed, the Manager worked with customers to transfer their bookings into 2021 or beyond. The very great majority of them did so confirming the strength of the relationships we have with them and the value attributed to the services Horstead offers. This flexible approach meant that the goodwill of our customers was protected and that very few deposits needed to be refunded.

The Trustees agreed to the Manager's proposal that the Centre should avail itself as fully as possible of the Government's Coronavirus Job Retention "Furlough" Scheme (CJRS). All staff, apart from the Manager, remained furloughed or flexibly furloughed in line with Government guidance for the rest of 2020. This made a material contribution to the ability of the Centre to sustain itself during the year and since.

During this period the Trustees agreed that it was both morally and strategically important to maintain the Centre's full staff team for as long as possible. The strength and depth of the general reserves accumulated over recent years of strong trading results enabled the Trustees to make this commitment throughout the year. They have been able to continue to do so since then as appropriate adjusting to changes in the CJRS and the gradual reopening of the Centre. Accordingly, the Trustees approved the use of free reserves to further "top up" the CJRS payments to match each staff member's usual full monthly wages. Through the support of the CJRS and the Centre's contributions Horstead has managed to maintain its full staff team into 2021.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2020

Achievements and performance *(continued)*

Early in 2020 the Centre Manager, Josie Barnett, submitted her resignation. Her retirement had been planned and agreed for some time. The Centre was in the process of advertising for her successor when the COVID pandemic began to affect operations leading up to the lockdown closure in late March. The Trustees are immensely grateful to Josie for putting her retirement plans on hold and agreeing to stay on to see the Centre through the initial challenges of COVID until the situation and the resulting impacts on the Centre, the staff and the finances were better known. Her pastoral support and crisis management made a material difference to the Centre's ability both to cope with and come through the crisis safely.

The recruitment to the post was paused and from the time of lockdown the Manager worked to keep abreast of all the Government guidelines relating to the Centre's provision. She communicated with schools and other groups to secure their bookings into 2021. She maintained regular communication with staff, to support them and to ensure the Centre was doing everything possible to support the wellbeing of staff.

Another priority was to reduce costs. The Manager was able to secure temporary reductions in utility bills, marketing commitments, VAT payments and insurance premiums, to reduce overheads whilst the Centre was closed.

The Trustees would like to place on record in these accounts their gratitude and acknowledgement of Josie Barnett's contribution to the Horstead Centre. Not only did she lead the Centre through a period of transformational rebuilding to make it one of the leading Centres of its kind in England - and unique amongst Church of England Dioceses - but also saw it safely through the complexity, uncertainty and myriad challenges of the initial months of the pandemic and supported the appointment process for her successor.

In October 2020 the Trustees agreed to re-open the application process to the Centre Manager position. The Trustees with the support of the Diocese of Norwich appointed Will Mills, a graduate in outdoor recreation management with extensive experience of working with young people for Voluntary Norfolk, MAP and St Martin's Housing Trust.

Financial review

The general fund produced a deficit of £100,422 (2019: surplus of £11,829) before transfers to and from designated funds as set out in note 20. The net decrease in total funds for the year amounted to £109,724 as shown on page 9 (2019: £7,743).

Reserves Policy

The charity currently holds £467,547 (2019: £577,568) in reserves. Of these reserves, £466,351 (2019: £575,626) is held within unrestricted funds and £1,196 (2019: £1,942) within restricted funds, these are summarised in note 20.

It is the policy of the Trustees to:

'Retain sufficient free general fund reserves to support the costs of running the Horstead Centre and management and administration costs for a three month period, which amounts to approximately £84,000.'

The charity had free general fund reserves (excluding fixed assets) at 31 December 2020 amounting to £150,803 (2019: £229,639).

Designated funds, all of which are held for specific purposes, are summarised in note 21 on page 17. Free designated funds amounted to £43,625 at 31 December 2020 (2019: £52,181).

The surplus free reserves are being held against opportunities arising at short notice for acquiring and improving land and assets adjacent to the Centre.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2020

Financial review *(continued)*

Principal Funding Sources

The principal funding source of the charity is from charges made for the provision of indoor and outdoor learning facilities for children and young people within the Diocese through the operation of a residential and activity centre.

Investment Policy

The Trustees consider that there are no funds available for long term investment and, having considered the options available, have decided to place available funds in CBF Church of England Deposit Funds. The Trustees continue to consider higher yielding alternatives where appropriate, and during the prior year the Trustees decided to place part of the sum held at CBF into an alternative account with Cambridge and Counties, securing an improved rate of interest.

Plans for future periods

The Trustees and Manager have set a new budget based on 2021's best-and worst-case scenarios, depending on the opening up allowed under Government guidelines. The Centre will continue to focus on maintaining and supporting its staff team through the COVID pandemic. It will continue to utilise the available grant support from central and local government in order to minimise the impact on its financial reserves and to reduce the risk of redundancy or closure.

The management have continued to scrutinise and follow both local and central government guidelines relating to re-opening safely. Priority has also been given to securing a significant number of bookings throughout 2021; both by communication with existing clients and a pro-active marketing campaign.

As a result, the Centre was prepared to reopen as soon as allowed in April 2021. Since April the pre-existing bookings have been further bolstered by an influx in demand for both activity days and residential visits, leading to a full diary between May and the end of August 2021.

Almost all of the bookings between these dates have gone ahead; with a few exceptions due to staff isolation or cancellations from schools. Bookings for the remainder of 2021 and for 2022 continue to come in. The result of this recovery of our trade, is that the Horstead Centre can now expect to end the year with smaller deficit and healthier reserves than originally predicted in April.

Looking into 2022, practical priorities for the Centre include: improvements to our river access and staithe, improvements to high ropes activities and nightline course and improved arboriculture survey and tree-work. Internal priorities include: contracts, hours and wages reviews, and improvements to website, IT provision and digital systems. These priorities are subject to sufficient income and recovery.

The trustees and manager will continue to make decisions which reflect the financial situation of the Centre, the prospects for new business and the best interests of its staff.

Structure, governance and management

Governing document

The Horstead Centre was established under a Trust Deed dated 20 November 1969. The Trust was registered with the Charity Commission (registration number 303986) on 8 May 1970 as a charity whose primary purpose is to provide a residential training centre for young people in or near the vicinity of the Norwich Diocese.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2020

Structure, governance and management *(continued)*

Recruitment and appointment of Trustees

The body of Trustees consists of a maximum of 12 persons being 2 ex-officio Trustees, 4 nominated Trustees and 6 co-opted Trustees.

The ex-officio Trustees are The Director of Education for the Diocese and the Chair of the Youth Task Force for the Diocese. The nominated Trustees are appointed as follows:

- * The Bishop of Norwich appoints a Chairman
- * The Horstead Church Parochial Council appoints one Trustee
- * The Norwich Diocesan Bishop's Council appoints two Trustees

Each appointment shall be made for a term of four years at a meeting convened and held according to the ordinary practice of the appointing body. This person may be, but need not be, a member of the appointing body.

Co-opted Trustees shall be persons who through residence, occupation, employment or otherwise have special knowledge of the area of benefit or who are otherwise able by virtue of their personal or professional qualifications to make a contribution to the pursuit of the objects or management of the charity. They shall be appointed for a term of five years by a resolution of the Trustees, passed at a special meeting of which not less than 21 days notice has been given.

Trustee Induction and Training

All Trustees are provided with copies of:

- * The Trust Deed
- * The latest accounts of the Trust

and are advised to read Charity Commission guidance notes CC3 - "The Essential Trustee: What you need to know, what you need to do" and the Charity Governance Code.

In addition Trustees are encouraged to read Charity Commission and other newsletters and to attend courses designed to keep them abreast of their duties and responsibilities.

Risk Management

A sub-committee of the Trustees has identified the major risks to which the charity is exposed and systems have been established to mitigate those risks. These risks are reviewed annually.

Organisational structure

The Trustees are legally responsible for the overall management and control of the Centre and meet four times a year.

The operational management of the Centre is the responsibility of the Centre Manager, who reports to the Trustees.

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2020

Structure, governance and management *(continued)*

Public Benefit

The Trustees of The Horstead Centre have had due regard to the Charity Commission's guidance on public benefit.

The Horstead Centre is a residential outdoor education centre working with a wide range of local school and community groups. The active learning we provide, which utilises our local environment including the Norfolk Broads, can be some of the most memorable learning experiences for the children and young people who stay with us. Our guests experience the world beyond the classroom as an essential part of learning and personal development, whatever their age, ability or circumstance. Working in partnership with school teachers and youth group leaders our programme provides a crucial route to the 'Every Child Matters' outcomes, in particular enjoying & achieving, staying safe and being healthy.

Connected Charity

The Horstead Centre has a working relationship with Norwich Diocesan Board of Finance, who are the custodian Trustees and landlords. The Centre Manager holds a position on the Diocesan Board of Education to ensure close links with schools across the Diocese.

True and fair override

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the 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 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Independent examiner

A resolution to reappoint Mark Proctor of Lovewell Blake LLP as independent examiner for the ensuing year will be proposed at the Annual General Meeting.

The trustees' annual report was approved on 24 September 2021 and signed on behalf of the board of trustees by:

Mr C Lawrence
Chairman

The Horstead Centre

Independent examiner's report to the trustees of The Horstead Centre

Year ended 31 December 2020

I report to the charity trustees on my examination of the financial statements of the charity for the year ended 31 December 2020 which comprise the statement of financial activities, balance sheet and the related notes.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Your attention is drawn to the fact that the Charity has prepared the accounts (financial statements) 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 (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has since been withdrawn.

I understand that this has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

M Proctor FCA DChA
Independent Examiner

Lovewell Blake LLP
Chartered accountants
Bankside 300
Peachman Way
Broadland Business Park
Norwich
NR7 0LB

27 September 2021

The Horstead Centre

Statement of financial activities

Year ended 31 December 2020

		Unrestricted funds £	2020 Restricted funds £	Total funds £	2019 Total funds £
Income and endowments	Note				
Donations and legacies	4	45,407	–	45,407	18,647
Charitable activities	5	38,313	–	38,313	303,772
Other trading activities	6	844	–	844	5,109
Investment income	7	1,354	3	1,357	1,944
Other income	8	82,318	–	82,318	–
Total income		<u>168,236</u>	<u>3</u>	<u>168,239</u>	<u>329,472</u>
Expenditure					
Expenditure on raising funds:					
Costs of other trading activities	9	255	–	255	2,973
Expenditure on charitable activities	10	276,959	749	277,708	334,242
Total expenditure		<u>277,214</u>	<u>749</u>	<u>277,963</u>	<u>337,215</u>
Net expenditure and net movement in funds		<u>(108,978)</u>	<u>(746)</u>	<u>(109,724)</u>	<u>(7,743)</u>
Reconciliation of funds					
Total funds brought forward		575,329	1,942	577,271	585,014
Total funds carried forward		<u>466,351</u>	<u>1,196</u>	<u>467,547</u>	<u>577,271</u>

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 10 to 20 form part of these financial statements.

The Horstead Centre

Balance sheet

31 December 2020

		2020		2019	
	Note	£	£	£	£
Fixed assets					
Tangible fixed assets	16		271,923		293,806
Current assets					
Stocks	17	3,200		2,078	
Debtors	18	7,435		6,156	
Cash at bank and in hand		208,006		330,716	
		<u>218,641</u>		<u>338,950</u>	
Creditors: Amounts falling due within one year	19	<u>23,017</u>		<u>55,485</u>	
Net current assets			<u>195,624</u>		<u>283,465</u>
Total assets less current liabilities			<u>467,547</u>		<u>577,271</u>
Net assets			<u>467,547</u>		<u>577,271</u>
Funds of the charity					
Restricted funds			1,196		1,942
Unrestricted funds			<u>466,351</u>		<u>575,329</u>
Total charity funds	21		<u>467,547</u>		<u>577,271</u>

These financial statements were approved by the board of trustees and authorised for issue on 24 September 2021, and are signed on behalf of the board by:

Mr C Lawrence (Chairman)
Trustee

The notes on pages 10 to 20 form part of these financial statements.

The Horstead Centre

Notes to the financial statements

Year ended 31 December 2020

1. General information

The charity is a registered charity in England and Wales and is unincorporated. The address of the principal office is The Horstead Centre, Horstead, Norwich, NR12 7EP.

2. Statement of compliance

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

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the 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 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

3. Accounting policies

(a) Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain items at fair value.

The financial statements are prepared in sterling, which is the functional currency of the entity, and rounded to the nearest £.

(b) 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 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. The trustees have considered the impact of COVID-19 on the charity in making this assessment.

(c) Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2020

3. Accounting policies *(continued)*

(d) Income

All income is included in the Statement of Financial Activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.

- legacy income is recognised when receipt is probable and entitlement is established.

- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.

- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

(e) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.

- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.

- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

(f) Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

(g) Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2020

3. Accounting policies *(continued)*

(h) Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Improvements to leasehold property	-	Over period of lease (Abseil tower 5% straight line)
Motor vehicles	-	20% straight line
Furniture and equipment	-	20% / 33% straight line

(i) Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

(j) Financial instruments

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

(k) Defined contribution plans

The charity contributes to a Group Personal Pension Plan for certain employees and the contributions are charges to the Statement of Financial Activities in the year of payment.

(l) 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 an impairment are recognised in expenditure.

(m) Cash at bank

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less.

4. Donations and legacies

	Unrestricted Funds £	Total Funds 2020 £	Unrestricted Funds £	Total Funds 2019 £
Donations				
Rent of Centre - Gift in kind	18,000	18,000	18,000	18,000
Other donations and grants	407	407	647	647
Local authority coronavirus support	27,000	27,000	-	-
	<u>45,407</u>	<u>45,407</u>	<u>18,647</u>	<u>18,647</u>

The Horstead Centre

Notes to the financial statements (continued)

Year ended 31 December 2020

5. Charitable activities

	Unrestricted Funds £	Total Funds 2020 £	Unrestricted Funds £	Total Funds 2019 £
Residential income	22,095	22,095	169,152	169,152
Self catering and day hire	368	368	14,571	14,571
Activities income	15,850	15,850	120,049	120,049
	<u>38,313</u>	<u>38,313</u>	<u>303,772</u>	<u>303,772</u>

6. Other trading activities

	Unrestricted Funds £	Total Funds 2020 £	Unrestricted Funds £	Total Funds 2019 £
Sale of goods	844	844	5,109	5,109

7. Investment income

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Bank interest receivable	1,354	3	1,357

	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £
Bank interest receivable	1,938	6	1,944

8. Other income

	Unrestricted Funds £	Total Funds 2020 £	Unrestricted Funds £	Total Funds 2019 £
Furlough income	82,318	82,318	-	-

9. Costs of other trading activities

	Unrestricted Funds £	Total Funds 2020 £	Unrestricted Funds £	Total Funds 2019 £
Fundraising trading - Costs of goods sold and other costs	255	255	2,973	2,973

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2020

10. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Wages and salaries	179,492	–	179,492
Pension costs	7,147	–	7,147
Provisions and consumables	4,295	–	4,295
Motor and travel expenses	1,202	–	1,202
Laundry and cleaning	290	–	290
Light and heat	7,055	–	7,055
Rent	18,000	–	18,000
Rates	1,769	–	1,769
Insurance	5,018	–	5,018
Printing, postage and stationery	615	–	615
Advertising	200	–	200
Telephone	1,799	–	1,799
Maintenance	12,871	749	13,620
Staff expenses and training	2,847	–	2,847
Professional fees	4,431	–	4,431
General expenses	4,945	–	4,945
Dilapidation fee paid	–	–	–
Depreciation	21,883	–	21,883
Governance costs	3,100	–	3,100
	<u>276,959</u>	<u>749</u>	<u>277,708</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £
Wages and salaries	164,814	–	164,814
Pension costs	5,869	–	5,869
Provisions and consumables	20,135	–	20,135
Motor and travel expenses	1,058	–	1,058
Laundry and cleaning	1,969	–	1,969
Light and heat	8,761	–	8,761
Rent	18,000	–	18,000
Rates	2,616	–	2,616
Insurance	6,460	–	6,460
Printing, postage and stationery	59	–	59
Advertising	380	–	380
Telephone	2,115	–	2,115
Maintenance	30,665	–	30,665
Staff expenses and training	2,333	–	2,333
Professional fees	6,074	–	6,074
General expenses	7,941	–	7,941
Dilapidation fee paid	30,000	–	30,000
Depreciation	21,883	–	21,883
Governance costs	3,110	–	3,110
	<u>334,242</u>	<u>–</u>	<u>334,242</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2020

11. Analysis of governance costs

	Governance costs	Total 2020	Total 2019
	£	£	£
Independent examination fees	<u>3,100</u>	<u>3,100</u>	<u>3,110</u>

12. Net expenditure

Net expenditure is stated after charging/(crediting):

	2020	2019
	£	£
Depreciation of tangible fixed assets	<u>21,883</u>	<u>21,883</u>

13. Independent examination fees

	2020	2019
	£	£
Fees payable to the independent examiner for:		
Independent examination of the financial statements	3,100	3,110
Other financial services	<u>2,317</u>	<u>1,509</u>
	<u>5,417</u>	<u>4,619</u>

14. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2020	2019
	£	£
Wages and salaries	172,569	158,391
Social security costs	6,923	6,423
Employer contributions to pension plans	<u>7,147</u>	<u>5,869</u>
	<u>186,639</u>	<u>170,683</u>

The average head count of employees during the year was 18 (2019: 17). The average number of full-time equivalent employees during the year is analysed as follows:

	2020	2019
	No.	No.
Administration - part-time	1	1
Direct - full-time	5	5
Direct - part-time (full-time equivalent)	<u>4</u>	<u>5</u>
	<u>10</u>	<u>11</u>

No employee received employee benefits of more than £60,000 during the year (2019: Nil).

15. Trustee remuneration and expenses

The Trustees received no remuneration or expenses from the charity during the year.

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2020

16. Tangible fixed assets

	Improve- ments to Leasehold Property £	Motor vehicles £	Equipment £	Total £
Cost				
At 1 January 2020	510,336	6,553	190,612	707,501
Disposals	–	–	(650)	(650)
At 31 December 2020	<u>510,336</u>	<u>6,553</u>	<u>189,962</u>	<u>706,851</u>
Depreciation				
At 1 January 2020	240,266	6,553	166,876	413,695
Charge for the year	13,213	–	8,670	21,883
Disposals	–	–	(650)	(650)
At 31 December 2020	<u>253,479</u>	<u>6,553</u>	<u>174,896</u>	<u>434,928</u>
Carrying amount				
At 31 December 2020	<u>256,857</u>	<u>–</u>	<u>15,066</u>	<u>271,923</u>
At 31 December 2019	<u>270,070</u>	<u>–</u>	<u>23,736</u>	<u>293,806</u>

17. Stocks

	2020	2019
	£	£
Raw materials and consumables	<u>3,200</u>	<u>2,078</u>
Analysed as:		
	2019	2018
	£	£
Provisions	403	952
Souvenirs and other goods for resale	<u>2,797</u>	<u>1,126</u>
	<u>3,200</u>	<u>2,078</u>

18. Debtors

	2020	2019
	£	£
Trade debtors	1,001	2,764
Prepayments and accrued income	638	3,392
Other debtors	<u>5,796</u>	<u>–</u>
	<u>7,435</u>	<u>6,156</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2020

19. Creditors: Amounts falling due within one year

	2020	2019
	£	£
Accruals and deferred income	4,664	4,107
Social security and other taxes	–	7,780
Deposits in advance	13,900	10,214
Other creditors	4,453	33,384
	<u>23,017</u>	<u>55,485</u>

Deferred income

Deposits in advance income comprises the advance receipt of income in respect of accommodation bookings:

	2020	2019
	£	£
Balance as at 1 January	10,214	12,954
Amount released to income	(10,214)	(12,954)
Amount deferred in year	13,900	10,214
Balance at 31 December	<u>13,900</u>	<u>10,214</u>

20. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £7,147 (2019: £5,869).

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2020

21. Analysis of charitable funds

Unrestricted funds

Year ended 31 December 2020

	At 1 January 2020	Income	Expenditure	Transfers	At 31 December 2020
	£	£	£	£	£
General funds	523,148	168,236	(267,754)	(904)	422,726
Equipment Reserve	5,040	–	(2,871)	–	2,169
Centre Manager's Discretion Fund	7,785	–	–	904	8,689
Fabric Fund	36,034	–	(6,413)	–	29,621
50th Anniversary Fund	3,322	–	(176)	–	3,146
	<u>575,329</u>	<u>168,236</u>	<u>(277,214)</u>	<u>–</u>	<u>466,351</u>

Year ended 31 December 2019

	At 1 January 2019	Income	Expenditure	Transfers	At 31 December 2019
	£	£	£	£	£
General funds	516,616	329,466	(317,934)	(5,000)	523,148
Equipment Reserve	4,279	–	(4,239)	5,000	5,040
Centre Manager's Discretion Fund	9,252	–	(1,467)	–	7,785
Fabric Fund	43,021	–	(6,987)	–	36,034
50th Anniversary Fund	9,910	–	(6,588)	–	3,322
	<u>583,078</u>	<u>329,466</u>	<u>(337,215)</u>	<u>–</u>	<u>575,329</u>

The designated Equipment Reserve exists to provide for equipment purchases. Carpets were purchased during the year for £2,871.

The Centre Manager's Discretion Fund has been setup from donations and collections received to provide or contribute to the provision of residential training for any young people who, in the opinion of the Trustees, would benefit from attending the Centre but, by reason of financial difficulty, would be unable to provide the full fees thereof.

The Fabric Fund exists as a reserve to provide for repairs to the buildings and premises.

The 50th Anniversary Fund exists as a reserve to provide for costs associated with the upcoming 50th anniversary celebrations.

Restricted funds

Year ended 31 December 2020

	At 1 January 2020	Income	Expenditure	Transfers	At 31 December 2020
	£	£	£	£	£
Development Fund	764	3	(749)	–	18
Equipment Reserve	1,178	–	–	–	1,178
	<u>1,942</u>	<u>3</u>	<u>(749)</u>	<u>–</u>	<u>1,196</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2020

Analysis of charitable funds (continued)

Year ended 31 December 2019

	At 1 January 2019	Income	Expenditure	Transfers	At 31 December 2019
	£	£	£	£	£
Development Fund	758	6	–	–	764
Equipment Reserve	1,178	–	–	–	1,178
	<u>1,936</u>	<u>6</u>	<u>–</u>	<u>–</u>	<u>1,942</u>

The Development Fund was set up to finance the cost of leasehold property redevelopment, being a major project to enhance the facilities offered by The Horstead Centre. This project was completed in 2011 and the balance of £764 brought forward in this fund has mostly been spent during 2020 on a new freezer.

The restricted Equipment Reserve represents external funding towards various projects.

22. Analysis of net assets between funds

Year ended 31 December 2020

	Unrestricted Funds	Restricted Funds	Total Funds 2020
	£	£	£
Tangible assets	271,923	–	271,923
Current assets	217,445	1,196	218,641
Creditors less than 1 year	(23,017)	–	(23,017)
Net assets	<u>466,351</u>	<u>1,196</u>	<u>467,547</u>

Year ended 31 December 2019

	Unrestricted Funds	Restricted Funds	Total Funds 2019
	£	£	£
Tangible assets	293,806	–	293,806
Current assets	337,008	1,942	338,950
Creditors less than 1 year	(55,485)	–	(55,485)
Net assets	<u>575,329</u>	<u>1,942</u>	<u>577,271</u>

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2020

23. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2020	2019
	£	£
Later than 5 years	312	324
	<u> </u>	<u> </u>

The annual rent is subject to review every five years.

24. Related parties

The Norwich Diocesan Board of Finance Limited (NDBF) is the custodian trustee. NDBF also leases the premises to the Centre under a 50 year lease at an annual rent of £12 (market value £18,000).