



WOODLANDS CENTRE

Supporting access to the outdoors since 1959

Trustees Report 2023

(1st Apr 22 – 31st Mar 23)



WOODLANDS CENTRE



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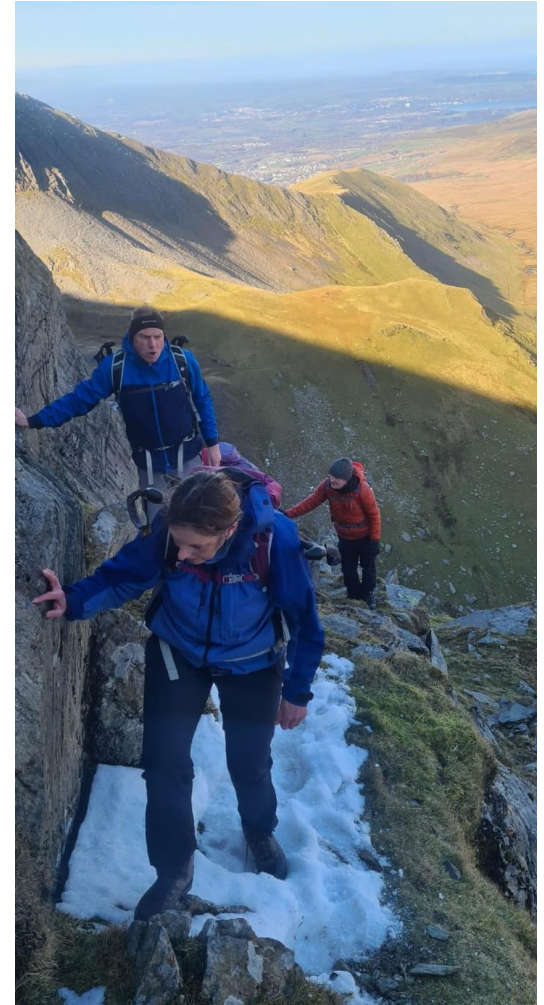
The aims of the charity is to provide and maintain group accommodation, for use as a base, for outdoor activities in wild country, at the lowest possible cost.



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We believe that through a combination of outdoor activities and the inherent benefits of attending a residential centre, young people are given a greater opportunity to improve their physical, mental, social and interpersonal wellbeing and help them realise their true potential.





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To subsidise the cost of the accommodation and provide support to other charities and organisations which provide support either directly or indirectly to families and young people.





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We believe that young people, regardless of background, should be able to experience the great outdoors and communal living as it is extremely beneficial to improving their confidence, developing life skills, becoming more determined, and creating positive relationships with their peers.



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To promote the accommodation to schools, youth groups and organisations that work with young people and to promote the use of the accommodation to adult groups at a higher cost to subsidise the cost to youth.





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Review of business

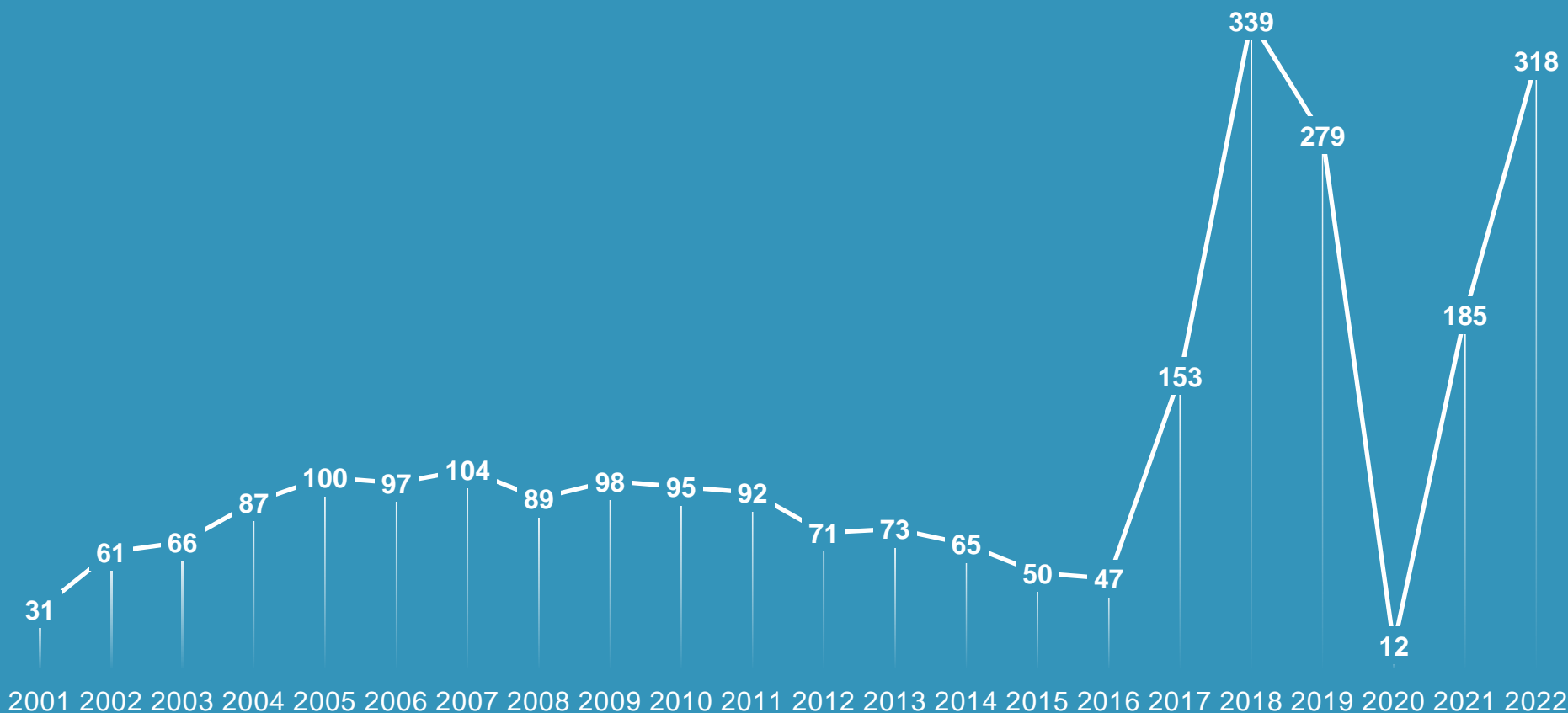
- 318 bookings for 3,806 beds night
- 32% utilisation
- 19% last year
- 70% increase in utilisation



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Total Bookings Per Year

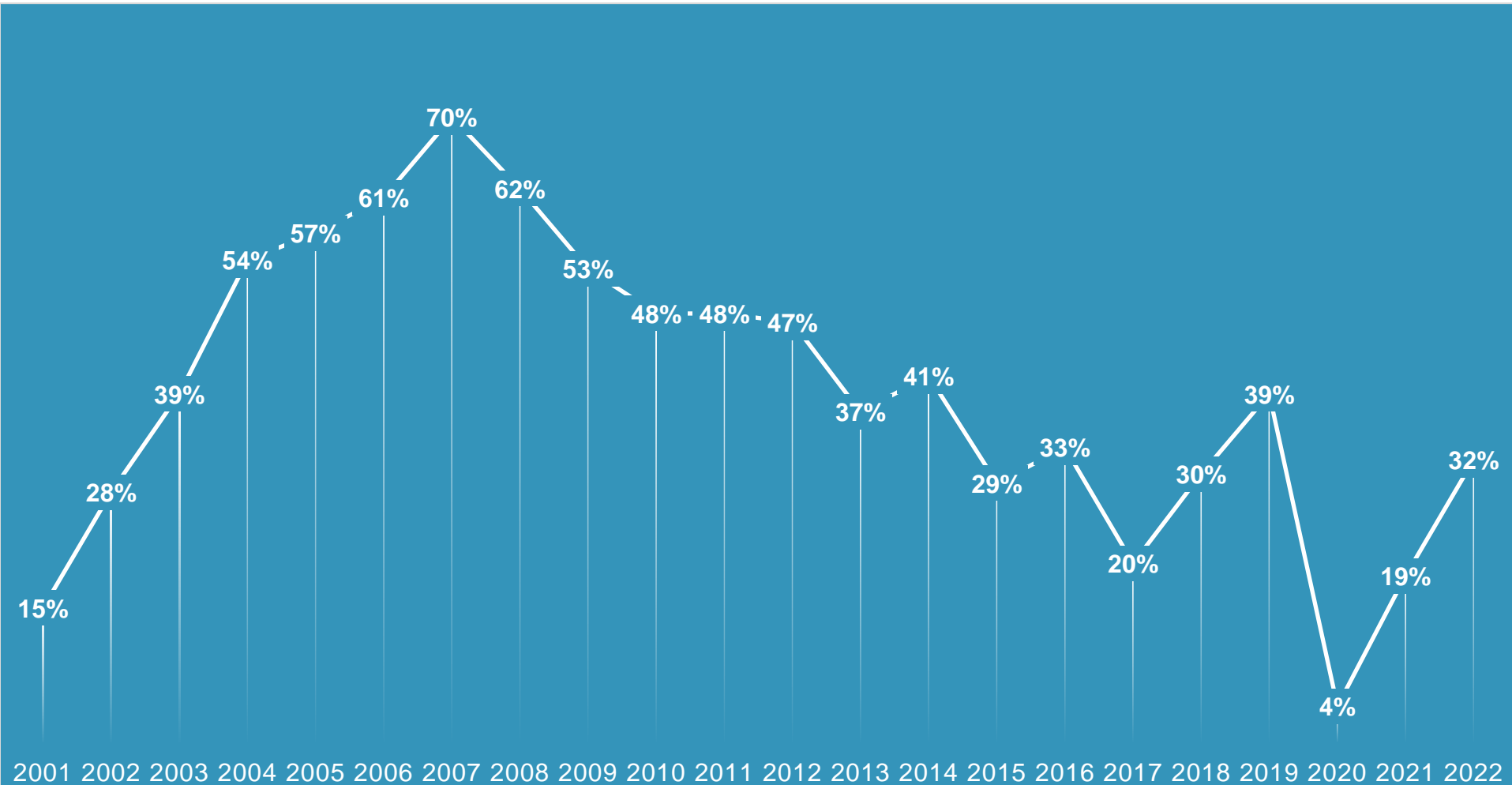




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Utilisation

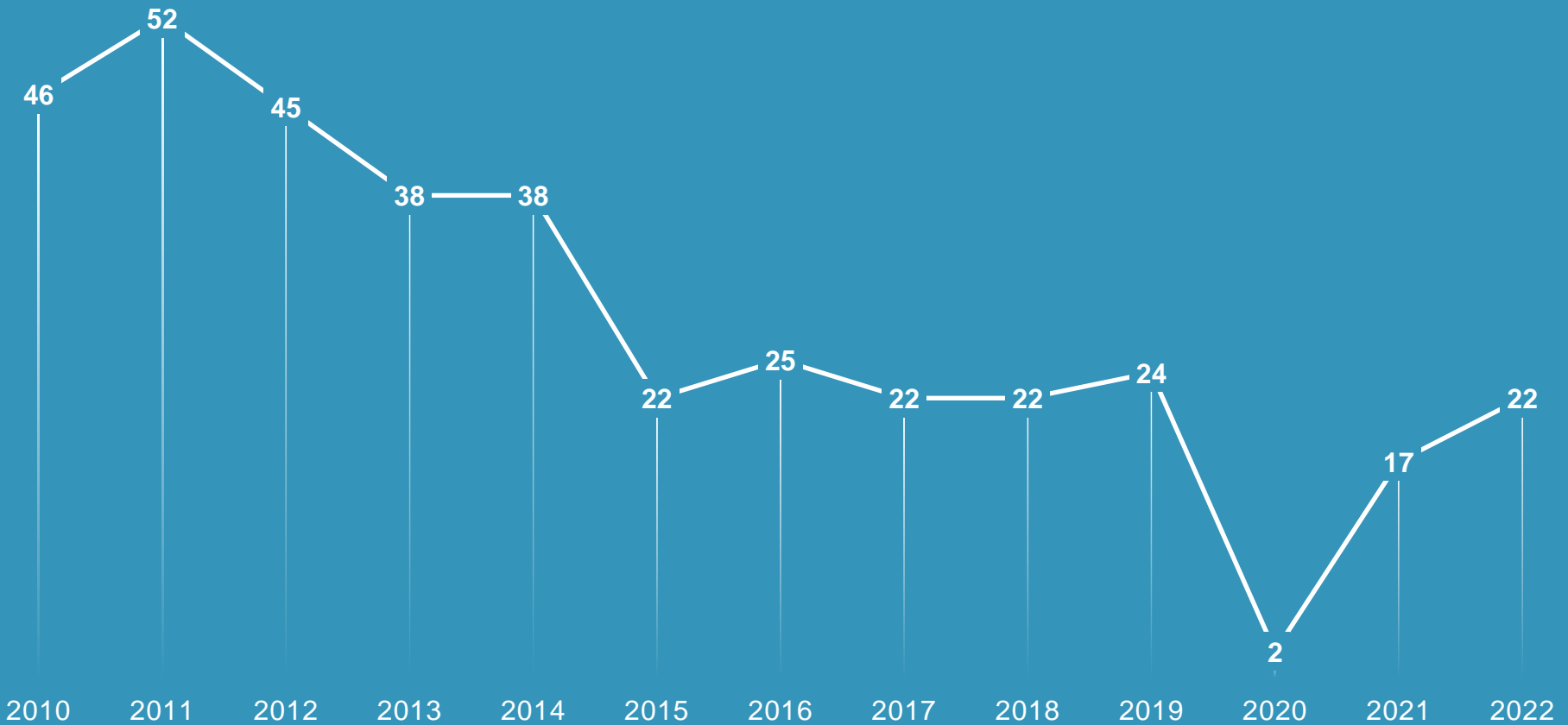




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Youth bookings

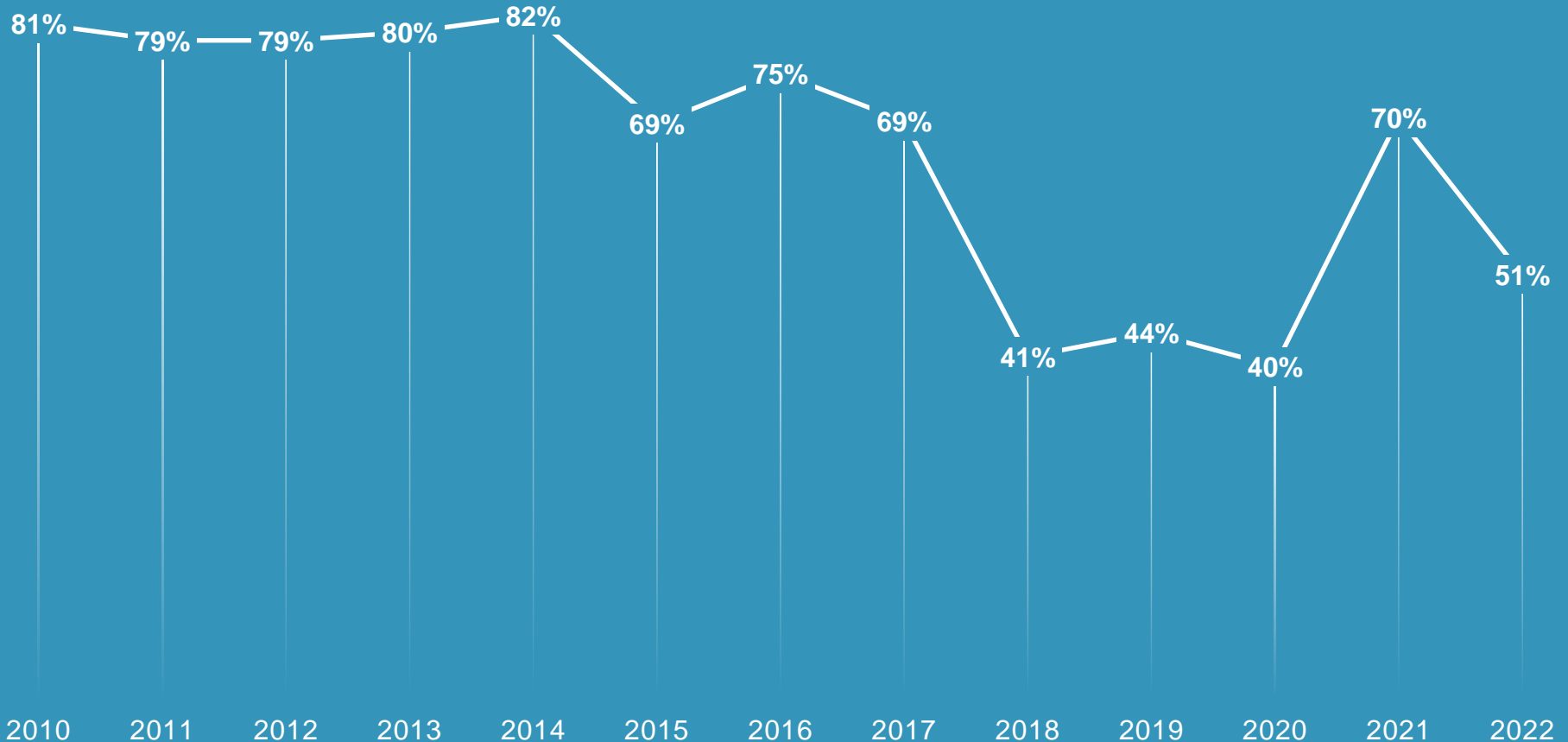




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Youth utilisation



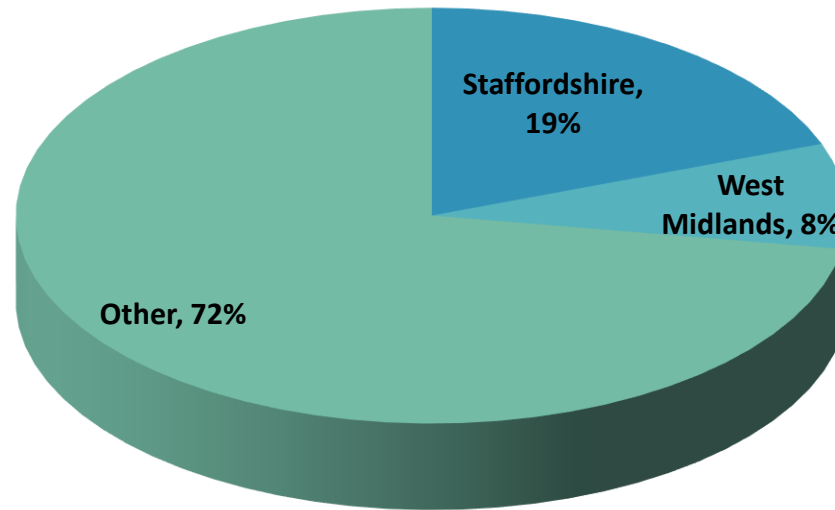


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Membership

- 30 new members (310 total members)





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The youth organisations that have benefited from using us include

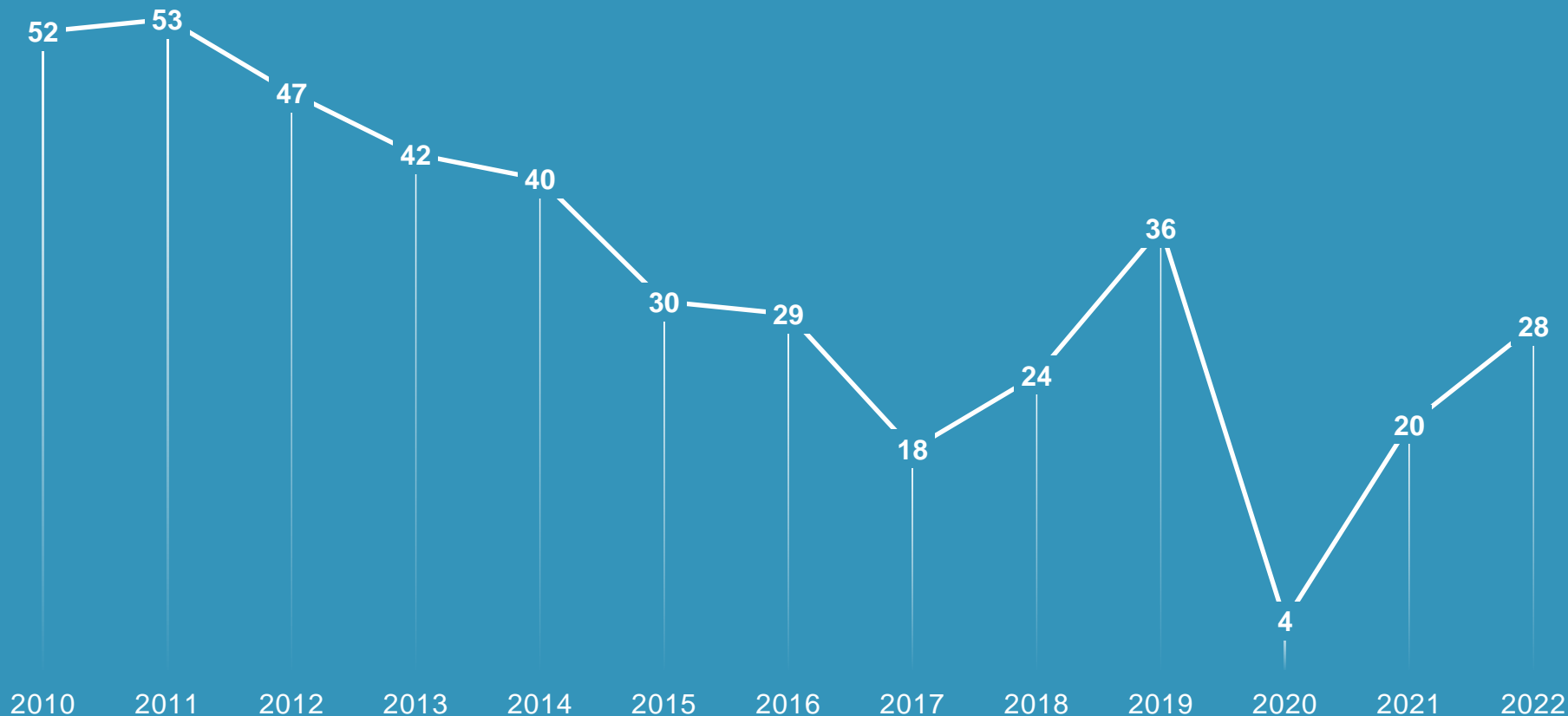
- 301 (bury St Edmunds) Sqn Atc
- Farmor's School
- Pownall Hall School
- Notre Dame Prep School
- 1st Watchfield And Shrivenham Scout Group
- South Devon College
- Ellsemere College
- Treewild Way Of The Bard
- Thursday Cubs
- Kenilworth Community Church
- Church Of Jesus Christ Of Latter-day Saints
- Lichfield District Explorers
- Harpenden Expedition Club 13-19



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Whole Centre Bookings





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Financial Summary

- £22,955 income from bookings
- £19,210 income from booking.com
- £719 from donations, fundraising & interest

- £61,654 administrative expenses
(last year £43.2K)

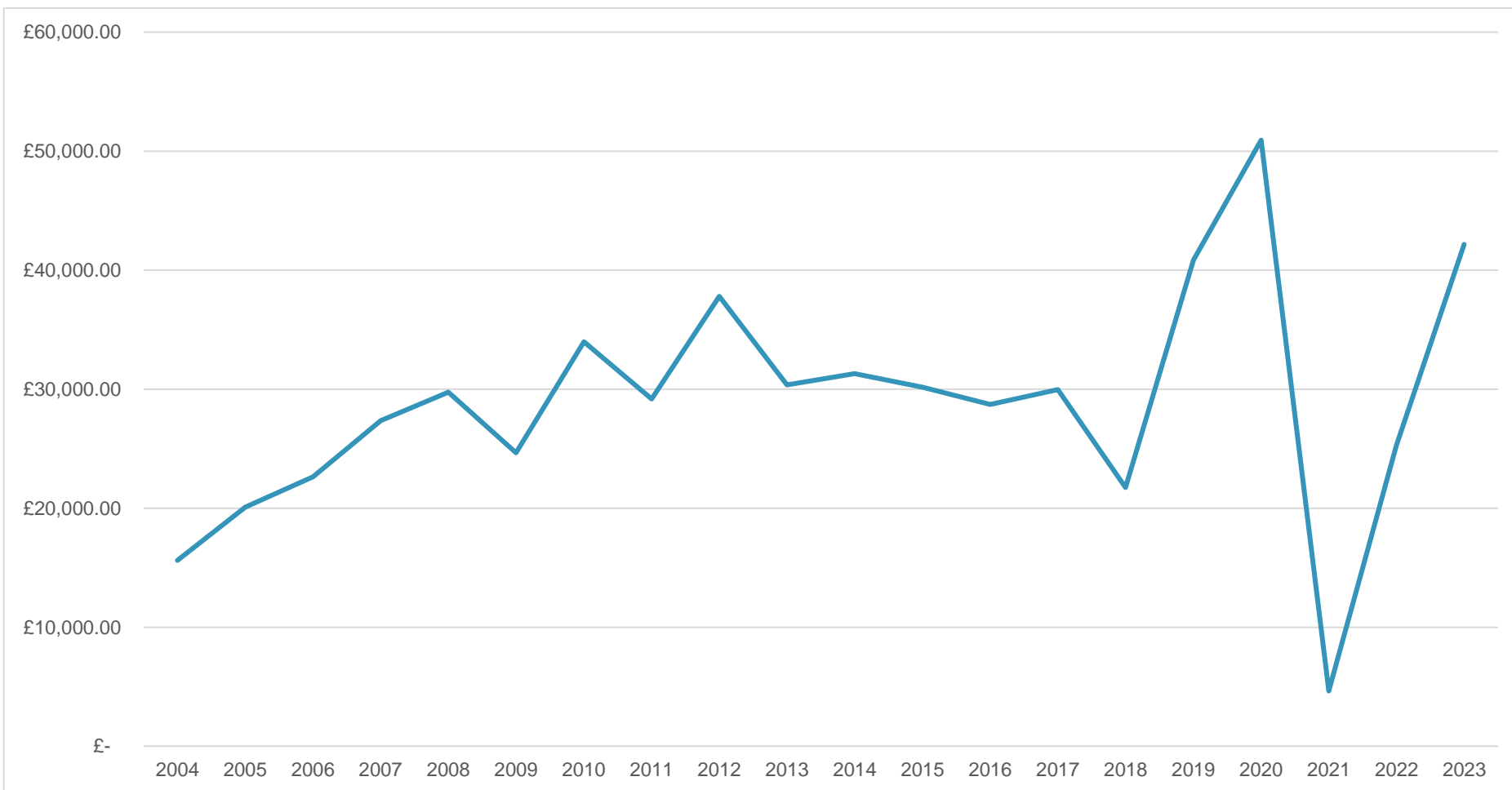
- A deficit of £18,770



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Income from Bookings

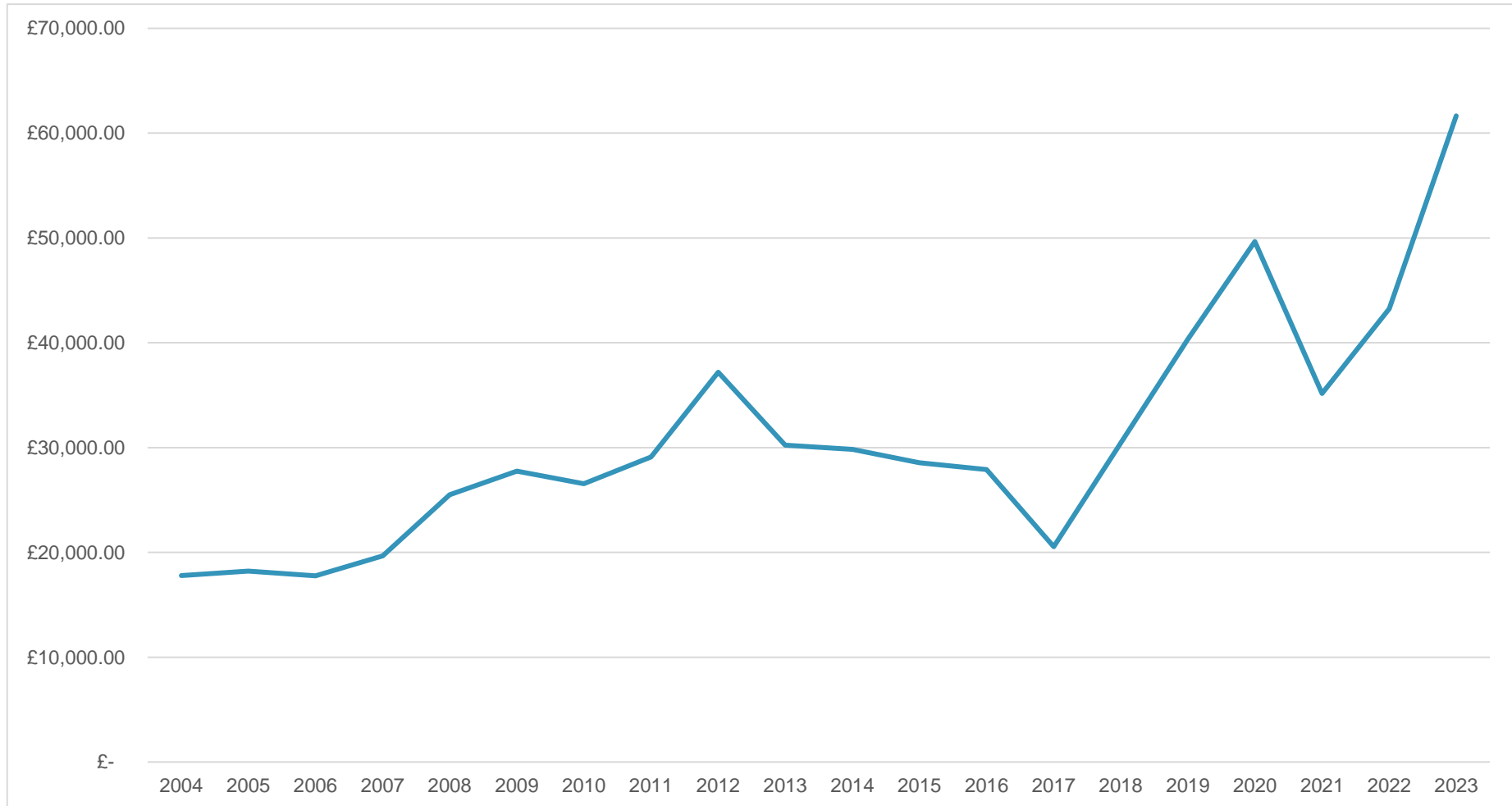




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Expenses

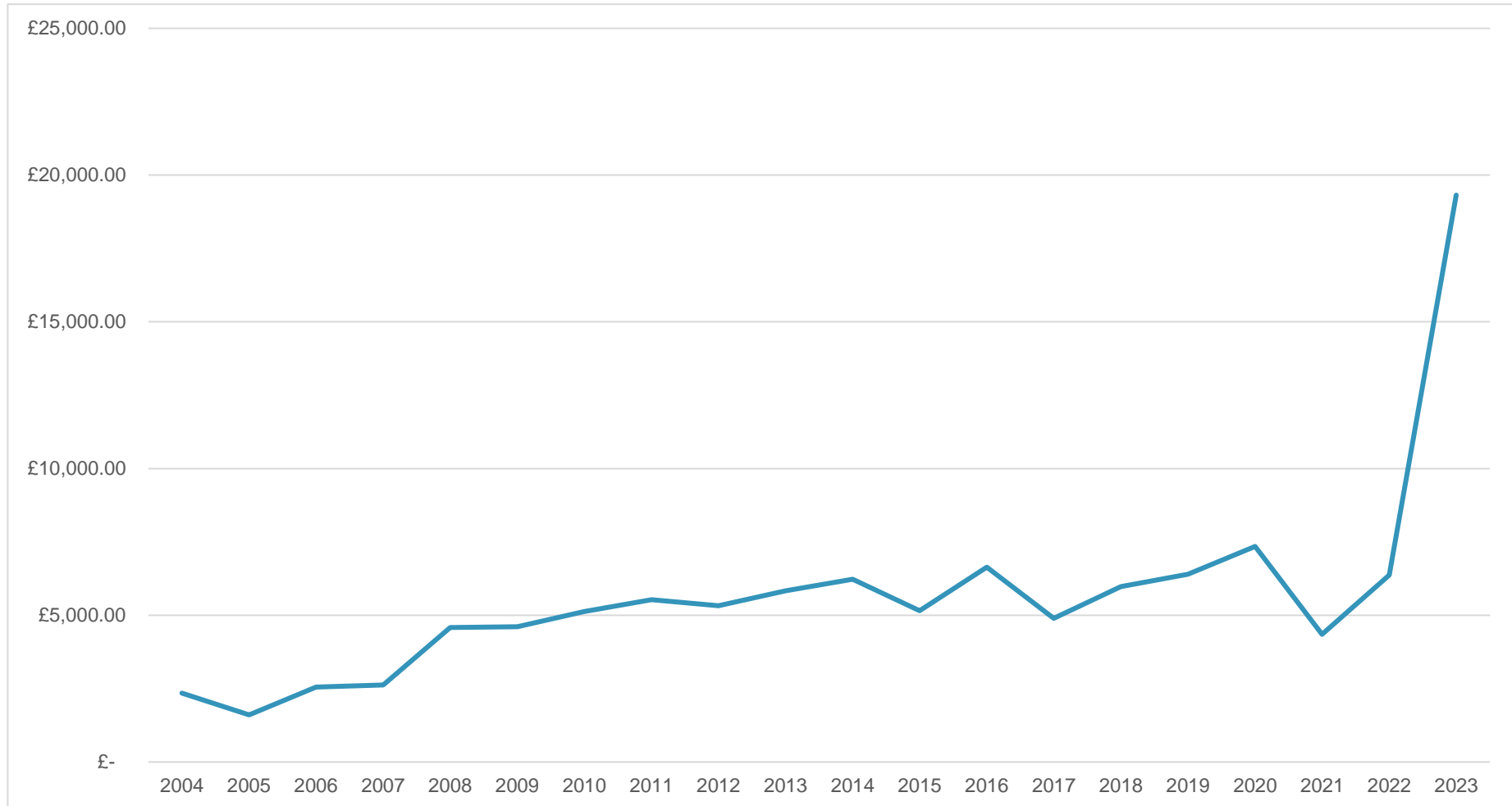




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Light & Heat Costs

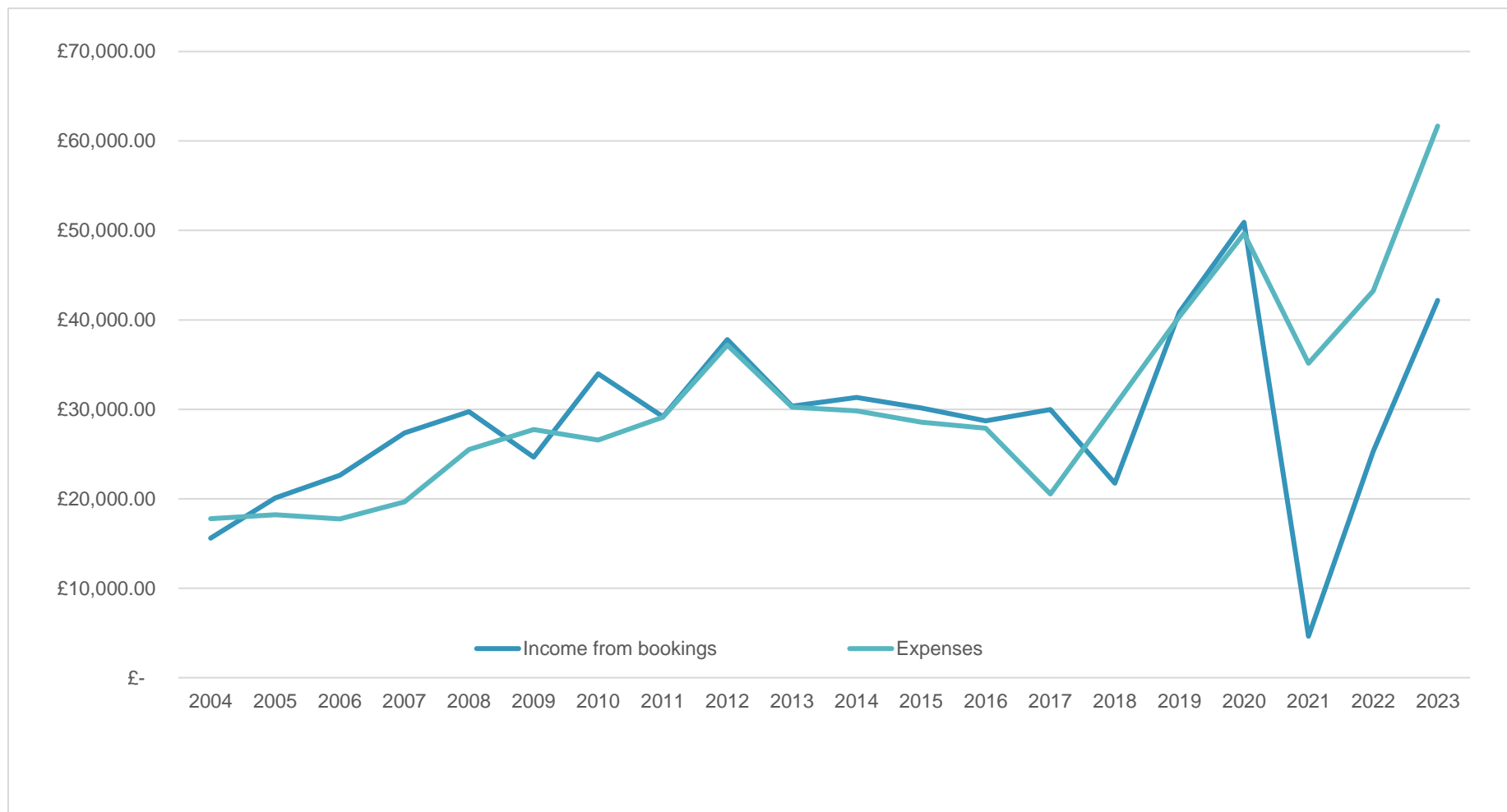




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Income compared to Expenses

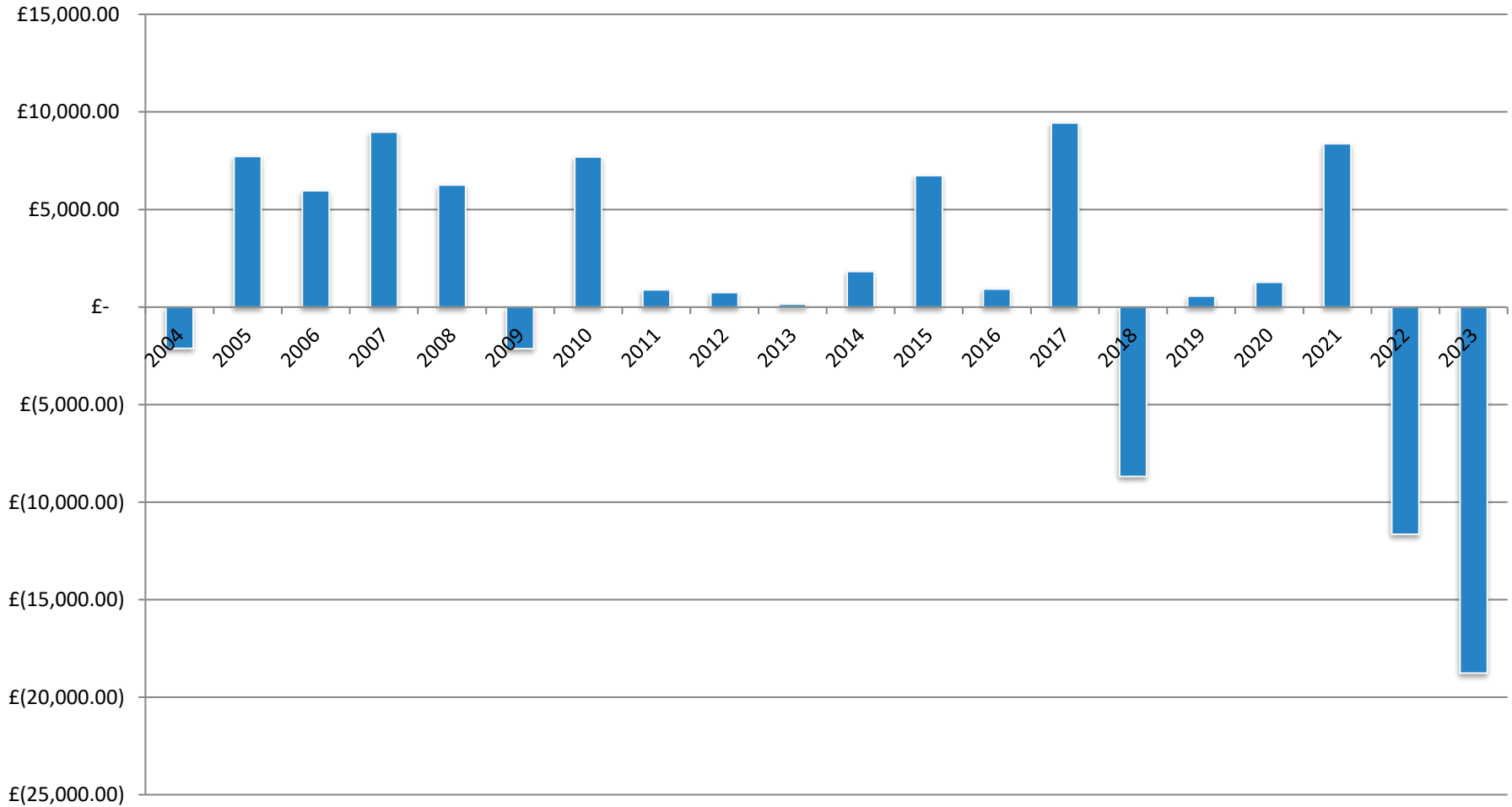




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Performance





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Financial Summary

- Current assets £34,932
- Creditors owed £17,187
- Net current assets **£17,745**
- Assets below reserves policy of £40,000



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The future

- Revised plan
 - 55% utilisation by year end 2026
 - With minimum 70% of usage by youth groups
 - 35K to renovate and improve the centre
 - 2 Full-time staff equivalent



WHAT'S NEXT?



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Future Targets

Year	Target Utilisation	Actual Utilisation	Target Adult Bed Sales	Actual Adult Bed Sales	Target Youth Bed Sales	Actual Youth Bed Sales	Target Income	Actual Income
2022	35%	32%	4200	3806	2300	1923	50K	47K
2023	40%		4800		2700		53K	
2024	45%		5400		3200		58K	
2025	50%		6000		3800		62K	
2026	55%		6600		4600		65K	

- New targets post Covid
- To be extended again to 2026



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New Budget

	Apr/May/Jun	Jul/Aug/Sep	Oct/Nov/Dec	Jan/Feb/Mar	TOTAL
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Business Rates	£ -	£ -	£ -	£ -	£ -
Trade Waste	£ 315.00	£ 315.00	£ 315.00	£ 315.00	£ 1,260.00
Water	£ 360.00	£ 360.00	£ 360.00	£ 360.00	£ 1,440.00
Gas & Electric (Utility Warehouse)	£ 2,700.00	£ 2,700.00	£ 2,700.00	£ 2,700.00	£ 10,800.00
Insurance (WRS)	£ 550.00	£ 550.00	£ 550.00	£ 550.00	£ 2,200.00
NI & Pension	£ 550.00	£ 550.00	£ 550.00	£ 550.00	£ 2,200.00
Payroll Services	£ 39.00	£ 39.00	£ 39.00	£ 39.00	£ 156.00
Warden Salary	£ 3,575.00	£ 3,575.00	£ 3,575.00	£ 3,575.00	£ 14,300.00
Cleaner Salary	£ 715.00	£ 715.00	£ 715.00	£ 715.00	£ 2,860.00
Booking Clerk Salary	£ 715.00	£ 715.00	£ 715.00	£ 715.00	£ 2,860.00
TV, Telephone & Broadband (PlusNet)	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 800.00
Health & Safety (Fire, Water, Duct, PAT, etc)	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 2,000.00
Website & Hosting	£ 100.00	£ 100.00	£ 100.00	£ 100.00	£ 400.00
Accountant's Fees	£ 170.00	£ 170.00	£ 170.00	£ 170.00	£ 680.00
Bank charges	£ 22.50	£ 22.50	£ 22.50	£ 22.50	£ 90.00
Marketing	£ 600.00	£ 600.00	£ 600.00	£ 600.00	£ 2,400.00
Materials	£ 75.00	£ 75.00	£ 75.00	£ 75.00	£ 300.00
Travel Expenses	£ 80.00	£ 80.00	£ 80.00	£ 80.00	£ 320.00
Consumables (Toilet Rolls, etc)	£ 300.00	£ 300.00	£ 300.00	£ 300.00	£ 1,200.00
Maintenance & Repairs	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 8,000.00
New Equipment (E.g. Hover, ladders etc)	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 4,000.00
Planning consultancy fees and related costs	£ -	£ -	£ -	£ -	£ -
Subscriptions (SCYVS, ICO, etc)	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 40.00
TOTALS	£ 13,901.50	£ 13,901.50	£ 13,901.50	£ 13,901.50	£ 58,306.00



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Management

- Continued membership of IHUK
- Adverts continued with GroupAccommodation
- Booking.com used to fill up short term gaps in bookings
- New 5 Year post Covid Plan
- Changed energy supplier to reduce expenditure



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Management

- Ongoing GDPR Compliance
- Water safety checks performed in-house
- Employer's liability insurance was renewed and displayed
- Fire safety risk assessments have been carried out
- Kitchen extraction system professionally cleaned



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Management

- Business Rate Relief Renewed
- Prices were increased by 25%
- Progress on new booking system
- Valid meetings have been held and minuted
- Work to Safeguarding policy
- Fire Alarm System tested



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Reserves policy

- Funds will be sufficient to
 - cover one years running costs
 - avoid necessity of realising fixed assets
- Funds will be designated to specific projects
- Some reserves will be invested
- Reserves policy set to £40,000



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25% Price increase Nov 2022

Old Prices

Base Rates (per person / per night) £ 18.15

	Mid-Week	Week-End	Weekly*
Youth (under 18s)	£ 5.80	£ 7.44	£ 6.65
Leaders	£ 12.88	£ 14.52	£ 13.73
Adults	£ 16.51	£ 18.15	£ 17.36

Discounts (per person / per night)

Members	£ 1.33
Staffs Youth	£ -
Staffs Leader	£ -
Mid-Week	£ 1.64
Week-End	£ -
Weekly	£ 0.79
Youth	£ 10.71
Leaders	£ 3.63
Adults	£ -

Min. Occupancy (per night)

Min. Youth	22
Min. Leaders	4
Min. Occupancy	26
Cost per unused bed	£ 5.00

New Prices

Base Rates (per person / per night) £ 22.70

	Mid-Week	Week-End	Weekly*
Youth (under 18s)	£ 7.26	£ 9.31	£ 8.32
Leaders	£ 16.11	£ 18.16	£ 17.17
Adults	£ 20.65	£ 22.70	£ 21.71

Discounts (per person / per night)

Members	£ 1.66
Staffs Youth	£ -
Staffs Leader	£ -
Mid-Week	£ 2.05
Week-End	£ -
Weekly	£ 0.99
Youth	£ 13.39
Leaders	£ 4.54
Adults	£ -

Min. Occupancy (per night)

Min. Youth	22
Min. Leaders	4
Min. Occupancy	26
Cost per unused bed	£ 5.00



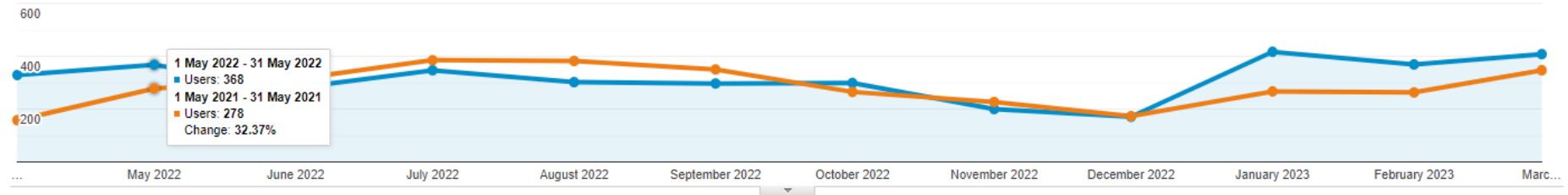
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Website

1 Apr 2022 - 31 Mar 2023: ● Users

1 Apr 2021 - 31 Mar 2022: ● Users



Users

11.90%
3,638 vs 3,251



New Users

11.69%
3,621 vs 3,242



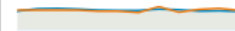
Sessions

11.45%
5,014 vs 4,499



Number of Sessions per User

-0.41%
1.38 vs 1.38



Page Views

12.66%
7,439 vs 6,603



Pages/Session

1.09%
1.48 vs 1.47



Avg. Session Duration

-6.66%
00:01:11 vs 00:01:16



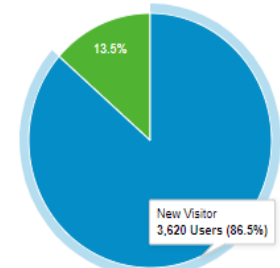
Bounce Rate

-1.01%
75.87% vs 76.64%

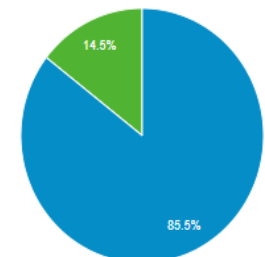


■ New Visitor ■ Returning Visitor

1 Apr 2022 - 31 Mar 2023



1 Apr 2021 - 31 Mar 2022









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Website Traffic

	Acquisition			Behaviour		
	Users ↓	New Users ↓	Sessions ↓	Bounce Rate ↓	Pages/Session ↓	Avg. Session Duration ↓
	3,638	3,621	5,014	75.87%	1.48	00:01:11
1  Direct	1,945	<div><div></div></div>		84.22%	<div><div></div></div>	
2  Organic Search	1,392	<div><div></div></div>		67.90%	<div><div></div></div>	
3  Referral	306	<div><div></div></div>		59.39%	<div><div></div></div>	
4  Social	62	<div><div></div></div>		87.67%	<div><div></div></div>	



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Website Referrals

independenthostels.co.uk	235	63.51%
m.facebook.com	35	9.46%
baidu.com	25	6.76%
l.facebook.com	18	4.86%
staffordshireconnects.info	13	3.51%
statics.teams.cdn.office.net	6	1.62%
l.instagram.com	5	1.35%
uk.search.yahoo.com	5	1.35%
ukc-word-edit.officeapps.live.com	5	1.35%
lm.facebook.com	4	1.08%
mail.google.com	3	0.81%



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Achievements

- Painted garden retaining wall, steps, handrail and back wall
- Repaired and cleaned drains and cleared gutters
- Removal of more overgrown Rhododendrons
- Garden tidy up and new beds created
- Unsafe and dead trees removed
- Major roof repairs from damp
- Emergency lights replaced
- Repaired garden dry stone wall



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Achievements

- Additional outdoor lighting
- Repaired and painted gate
- Garden maintenance
- Various painting throughout
- Some thermostatic mixer valves replaced
- Rotten floor in unisex bathroom repaired
- Improvements to fire escape



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Achievements

- New cooker
- New washing machine
- New sofas
- Painted radiators
- Showers regouted and silicone
- New fencing outside from door
- Parking spaces painted



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April 2022 Working Weekend





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July 2022 Working Weekend





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Sept 2022 Working Weekend





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Feb 2023 Working Weekend





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Future tasks & improvements

- Replace remaining thermostatic mixing valves
- More LED lighting
- Fix broken window locks
- Fit new door locks
- Signage for gate
- More new beds



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Future tasks & improvements

- Repair boundary dry stone wall
- Replace broken lounge sofa
- Repair soffit board above kitchen door
- Repair broken floor tiles in hallway
- Repair leaking showers
- Paint fire escape



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Future tasks & improvements

- Ongoing removal of overgrown Rhododendrons
- Ongoing refresh of kitchen and equipment
- Ongoing garden maintenance
- Fix emergency pull cord in bathroom
- Extend fence outside front door
- Replace sofas in lounge



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Projects

- Renovation of male toilets
- Additional parking
- Secure bike storage
- Replace hot water system in warden accommodation
- New booking system
- New membership admin system



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Guest Book

A great place for us all to get together and much fun has been had by us all enjoying lots of different activities. Certainly hope to be back.

Wilkie/Hughes family August 2022

A brilliant base to catch up and enjoy each others company in the most beautiful area. Great local pubs and zip world.

Starbutts, Well, McKenner & Stevenson families New year 2022

Very peaceful and quiet. Had snow was lovely.

Ed January 2023

First stay here and really enjoyed friendly feel, warm lounge and clean kitchen.

Baymen January 2023



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Guest Book

Beautiful place. Definitely worth a second visit 😊

Michael February 2023

Great place, comfortable, warm, clean & tidy, Good base. Helen a great help. Will be back!

Woods February 2023

Everything perfect.

Russell February 2023

Brilliant place. Love the quiet peaceful setting. Thank you.

Maria Murphy March 2023



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Guest Book

Booked this last minute as too cold to camp and super impressed. I will definitely come again. Friendly people, good facilities, excellent location and super warm showers! I had a whole room to myself. Awesome!

Kris Gleave March 2023

A very enjoyable stay all round! Thank you very much. Will recommend this place to others. Hope to see you again!

Olly Parry-Jone March 2023

THE BARN OUTDOOR PURSUITS ASSOCIATION

FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH 2023

CHARITY NUMBER: 519951

Jan G Gromadzki
Chartered Accountant
13 Wolverhampton Road, Codsall,
Wolverhampton, West Midlands,
WV8 1PT.

Tel No: 01902 844873

THE BARN OUTDOOR PURSUITS ASSOCIATION

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REPORT OF THE TRUSTEES TO THE MEMBERS OF
THE BARN OUTDOOR PURSUITS ASSOCIATION

The Trustees submit their report together with the accounts of the Association for the year ended 31 March 2023.

Reference and administrative details

Association name:	The Barn Outdoor Pursuits Association	
Charity registration number:	519951	
Registered office:	Woodlands Vicarage Road Betws-y-Coed Wales LL24 0AD	
Business address:	84 Peakes Road Rugeley Staffordshire WS15 2LX	
Trustees:	James D Williams Miss Louise Hill Mrs Lesley Boxall Eric N Drinkwater Miss Louise Evans Mrs Jan Hardware Andrew Gilbert Ms Catriona Longford James Whitford	Chairperson & Treasurer Vice chair & Secretary Sponsorship Internal auditor & Procurement Promotions & Publicity
Secretary	Miss Louise Hill	
Treasurer:	James D Williams	
Warden:	Mrs Helen Randles	
Bankers:	HSBC Bank plc 14 Upper Brook Street Rugeley Staffordshire WS15 2DW	
Accountant	Jan G Gromadzki Chartered Accountant 13 Wolverhampton Road, Codsall, Wolverhampton, West Midlands, WV8 1PT	

REPORT OF THE TRUSTEES TO THE MEMBERS OF

THE BARN OUTDOOR PURSUITS ASSOCIATION - CONTINUED

Structure Governance and Management

Governing Document

The Organisation was founded in 1959 and its governing document is its Constitution dated 24 September 1998.

The Association is registered as a charity with the Charities Commission. All of the trustees are members of the Association. No trustee has a beneficial interest in the Association. Membership of the Association is open, irrespective of sex, sexual orientation, race, nationality or political, religious, or other opinion to:

- (i) Individuals aged eighteen or over.
- (ii) Individuals aged under eighteen years who shall be known as junior members. They shall have the power to elect one of their number to represent them at meetings, but that representative shall have no voting rights.
- (iii) Associations and organisations, whether corporate or unincorporated, which operate solely or in part within the area of benefit, are voluntary or non-profit distributing and which wish to support the objects of the Association, which shall be known as Affiliated Groups.
- (iv) The Statutory Authorities in whose administrative area of benefit lies.

The number of Association members at 31 March 2023 was 310 (2022 - 280).

Appointment of Trustees

The Trustees shall under the requirements of the Constitution of the Association retire from office at the Annual Members' Meeting and may, if willing to act, be re-appointed. New Board Members can be appointed during the year, but have to be re-elected at the Annual Members' Meeting.

Trustees at 31 March 2023 are listed on page 1. At the Members' Meeting held on 4 March 2023 all the Trustees offered their resignations. All of the Trustees were re-elected for a further term of office.

Trustee Induction and Training

New Trustees will receive an induction pack including:

- a copy of the Constitution of the Association;
- a copy of the Charity Commission leaflet - The essential trustee;
- a letter indicating the function of the board of trustees and the frequency of meetings;
- a copy of the latest reports and financial statements.

New Trustees are also invited and encouraged to attend induction sessions lead by the chairman/secretary for familiarisation with the documents and discussion/explanation of the roles and responsibilities associated with their appointment as a Trustee. A visit to the "Woodlands" Centre to meet the Warden and gain an overview of the day to day activities and operating procedures of the Centre is also arranged with further follow up visits during their period of office.

REPORT OF THE TRUSTEES TO THE MEMBERS OF
THE BARN OUTDOOR PURSUITS ASSOCIATION - CONTINUED

Organisational Structure

The Association's constitution allow the Board of Trustees to consist of not less than three, but there is no upper limit. The current board, who are listed on page 1 has nine active members and is required to meet not less than four times a year, with interim meetings if required to deal with specific items of business.

The Board is responsible for the oversight and strategic planning of the operation of the Centre and the operation of the organisation as a charity.

The day to day running of the Centre is delegated to the Warden and the Booking Clerk, who are appointed by the Board.

The Trustees look after financial aspects of the organisation with most day to day activities being delegated to the Warden and Booking Clerk.

The Warden and Booking Clerk may attend board meetings, when requested to report, discuss and advise as necessary but have no voting rights.

Risk Management

The Trustees have policies in place to ensure compliance with regulations relating to the health and safety of staff, volunteers, service users, and visitors. These include procedures in the event of fire, illness/accident, suspected abuse and to ensure high standards in food and kitchen hygiene. A general outline of legislation is also displayed at the Centre.

Risk assessments are carried out in respect of any perceived hazards and procedures developed to minimise any potential risk. These are reviewed at least annually.

The Association complies with the Working Time Directive, which came out on 1 October 1998 and the National Minimum Wage, which came into Force on 1 April 1999 and any subsequent updates.

The Trustees have also implemented policies for dealing with complaints, complements, grievance and discipline.

The Association has insured with Ansvar Insurance through W R S Limited - Insurance Brokers both public liability insurance and employer's liability insurance.

Related Parties

There is at present no formal agreement with other parties. However funds have in the past been donated from the Community Fund for the original purchase of "Woodlands" and operational support from Staffordshire County Council. In a previous year a grant of £ 5,000 was received from Garfield Weston Foundation to help fund the construction of the Warden's accommodation.

REPORT OF THE TRUSTEES TO THE MEMBERS OF

THE BARN OUTDOOR PURSUITS ASSOCIATION - CONTINUED

Objectives and Activities

When planning the activities for the year the Board of Trustees have considered the Charity Commissioners' guidance on public benefit. The objects of the Association are, by associating together with the inhabitants of Staffordshire and to the surrounding areas and Local Authorities, voluntary and other organisations in a common effort to provide, in the interests of Social Welfare and the advancement of education, facilities for recreation and other leisure time occupations for the young people of Staffordshire and other surrounding areas, being facilities:-

- (i) Of which those persons have need of reason of their youth, disablement, or social and economic circumstances, and
- (ii) Which will improve the conditions of life to such persons by promoting their physical, mental, social, and interpersonal well-being and in any manner, which is, or thereafter may be deemed by law to be charitable.

Achievements and Performance

Review of business

This year has seen the Centre return to near pre-pandemic levels and we have returned to being quite busy. We are very pleased to report that we have had 318 bookings for 3,806 bed nights which equates to 32% utilisation, an improvement of 70% on the previous year. 28 of the bookings were for the whole Centre, which is back to the numbers we saw prior to the pandemic effected period. Youth utilisation was 51% from 22 bookings which accounted for 1,932 bed nights.

Our membership has continued to grow, as we recruited 30 new members.

The youth organisations that have benefited from the Centre include:

- 301 (Bury St Edmonds) Sqn Atc
- Farmer's School
- Pownall Hall School
- Notre Dame Prep School
- 1st Watchfield and Shrivensham Scout Group.
- South Devon College
- Ellsemere College
- Treewild Way of the Bard
- Thursday Cubs
- Kenilworth Community Church
- Church of Jesus Christ of Latter-day Saints
- Lichfield District Explorers
- Harpenden Expedition Club 13-19.

Income for the year, which was mainly from booking sales, has returned to near best-ever heights at £ 42,745. Sadly due in part to soaring utilities costs our total expenditure was £ 61,654. The utilities supplier has been changed and this has begun to reduce costs and the market is beginning to see a return to more usual expense.

REPORT OF THE TRUSTEES TO THE MEMBERS OF

THE BARN OUTDOOR PURSUITS ASSOCIATION - CONTINUED

Achievements and performance - continued

Review of business – continued

Following a period of industry instability due to the covid pandemic, we have realigned our growth plan with current market performance. In 2022 we have revised the target year for 55% utilisation to 2026, with a minimum of 70% usage by youth groups and an income of £ 65K.

Our marketing strategy continues to use social media successfully, in conjunction with The Independent Hostels Association IHUK which is working well. We have also maintained use of GroupAccommodation.com for selling to groups and Booking.com to fill up short term gaps in between group bookings.

Helen (Warden) and Fiona (Booking Officer) continue to support the day-to-day functions of the Centre. A cover Warden and assistant cleaner were formally appointed in 2023. Ongoing GDPR compliance has been a focus this year.

Water safety checks were performed by Helen Randles with the help of NCH. The employer's liability insurance was renewed, and the certificate displayed at the Woodlands premises. We carried out all necessary fire safety testing and completed a fire risk assessment, updating the logbook with any new findings or actions. The kitchen extraction system was also professionally cleaned and serviced. We were able to renew the Business Rate Relief. Good progress is being made on the new booking system.

Prices were increased as planned, by 25%, in November 2022. Increases were made to adult prices, with a much smaller increase on the youth rate to ensure we remain affordable for our target groups. Discounts were increased most notably for our youth group rates.

All Trustees' meetings have been minuted and were conducted according to our constitution. The minutes are stored in our SharePoint and are available at any time. All necessary correspondence has been dealt with.

Activity on the website has continued to restore to pre-pandemic levels. Organic search accounted for 68% of our website traffic. Facebook and IHUK were our top referrers to the website.

We held four working weekends during the year in April 2022, July 2022, September 2022 and February 2023. Our volunteers enjoy giving back to the Centre and we had a great turnout to each. Together with our volunteers and members the Trustees have managed to achieve a huge amount. Some of the achievements are listed as follows:

- Painted garden retaining wall, steps, handrail and back wall.
- Repaired and cleared drains and cleared gutters.
- Removal of more overgrown Rhododendrons.
- Garden tidy up and new beds created.
- Unsafe and dead trees removed.
- Major roof repairs from damp.
- Emergency lights repaired.
- Repaired garden dry stone wall.

REPORT OF THE TRUSTEES TO THE MEMBERS OF
THE BARN OUTDOOR PURSUITS ASSOCIATION - CONTINUED

Achievements and performance - continued

Review of business – continued

- Additional outdoor lighting.
- Repaired and painted gate.
- Garden maintenance.
- Various painting throughout.
- Some thermostatic mixer valves replaced.
- Rotten floor in unisex bathroom replaced.
- Improvements to fire escape.
- New cooker.
- New washing machine.
- New sofas
- Painted radiators.
- Showers regouted and silicone.
- New fencing outside front door.
- Parking spaces painted.

The Board of Trustees wishes to place on record its appreciation for all donations to the Association and thanks to all volunteers for providing continued support.

Plans for Future Periods

Tasks and improvements set for the coming year are:-

- Replace remaining thermostatic mixing valves.
- More LED lighting.
- Fix broken window locks.
- Fit new door locks.
- Signage for gate.
- More new beds.
- Repair boundary dry stone wall.
- Replace broken lounge sofa.
- Repair soffit board above kitchen door.
- Repair broken floor tiles in hallway.
- Repair leaking showers.
- Rendering of wall on fire escape.
- Paint fire escape
- Ongoing removal of overgrown Rhododendrons.
- Ongoing refresh of kitchen and equipment.
- Ongoing garden maintenance.
- Fix emergency pull chord in bathroom.
- Extend fence outside front door.
- Replace sofas in lounge.

Future Projects

- Renovation of male toilets.
- Additional parking.
- Secure bike storage.
- Replace hot water system in Warden's accommodation.
- New booking system.
- New membership administration system.

REPORT OF THE TRUSTEES TO THE MEMBERS OF
THE BARN OUTDOOR PURSUITS ASSOCIATION - CONTINUED

Achievements and performance - continued

Review of business – continued

We have had many reviews on Google, Facebook, Booking.com and in our Guest book. Overall, our users were happy and appreciated the accessible location of our accommodation and the value for money that the Centre provides. Please see some of our reviews:

A great place for us all to get together and much fun has been had by us all enjoying lots of different activities, Certainly hope to be back. **Wilkie/Hughes family August 2022**

A brilliant base to catch up and enjoy each other's company in the most beautiful area. Great local pubs and zip world. **Starbutts, Well, McKenner & Stevenson families New Year 2022**

Very peaceful and quiet. Had snow was lovely. **Ed January 2023**

First stay here and really enjoyed friendly feel, Warm lounge & clean kitchen. **Baymen January 2023**

Beautiful place. Definitely worth a second visit. **Michael February 2023**

Great place, comfortable, warm, clean & tidy. Good base. Helen a great help. Will be back! **Woods February 2023**

Everything perfect. **Russell February 2023**

Brilliant place. Love the quiet peaceful setting. Thank you. **Maria Murphy March 2023**

Booked this last minute as too cold to camp and super impressed. I will definitely come again. Friendly people, good facilities, excellent location and super warm showers! I had a whole room to myself. Awesome! **Kris Gleave March 2023**

A very enjoyable stay all round! Thank you very much. Will recommend this place to others. Hope to see you again! **Olly Parry-Jone March 2023**

Results

The deficit of income over expenditure for the year was £ 18,770 (2022 - deficit £ 11,654).

The Board of Trustees wishes to place on record its appreciation and thanks to all volunteers for providing continued support.

Stated reserves policy

Unrestricted funds are needed:

- (a) to provide funds which can be designated for specific projects to enable them to be undertaken at short notice, and
- (b) to cover administration fund-raising and support costs without which the Association could not function.

The Trustees consider it prudent that unrestricted reserves should be sufficient:

- (a) to avoid the necessity of realising fixed assets held for the Association's use,
- (b) to cover one year's administration, fund raising and support costs, and
- (c) to cover the projected cost of £ 10,000 for ongoing refurbishment of the building.

The Trustees are of the opinion, after careful consideration of all relevant facts, that the unrestricted reserves during the year to 31 March 2024 should not fall below £ 40,000.

REPORT OF THE TRUSTEES TO THE MEMBERS OF
THE BARN OUTDOOR PURSUITS ASSOCIATION - CONTINUED

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Charity law and Accounting and Reporting by Charities: Statement of Recommended Practice: requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required to give a true and fair view of the state of affairs of the Association and of the income and expenditure of the Association for that year.

In preparing the financial statements the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principals in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Association will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose, with reasonable accuracy at any time, the financial position of the Association and that enable them to ensure that the financial statements comply with the Charities Act 1993 (Revised 2006 and 2011) and Accounting and Reporting by Charities: Statement of Recommended Practice. They are also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report which has been prepared in accordance with both Accounting and Reporting by Charities: Statement of Recommended Practice and the Charities Act 1993 (Revised 2006 and 2011), was approved by the board and signed on its behalf by:-

Trustee.....  J D Williams

Woodlands, Vicarage Road,
 Betws-y-Coed, Wales LL24 0AD.

Date: 24 April 2024

CHARTERED ACCOUNTANT'S REPORT
TO THE MEMBERS ON THE UNAUDITED ACCOUNTS OF
THE BARN OUTDOOR PURSUITS ASSOCIATION
FOR THE YEAR ENDED 31 MARCH 2023

I report on the accounts for the year ended 31 March 2023 set out on pages 10 to 16.

Respective responsibilities of the trustees and reporting accountant

As described on page 8, the Association's trustees are responsible for the preparation of the accounts, and they consider that the Association is exempt from an audit. It is my responsibility to carry out procedures designed to enable me to report my opinion.

Basis of opinion

My work was conducted in accordance with the Statement of Standards for Reporting Accountants, and with the general Directions given by the Charity Commission. My procedures includes a review of the accounting records kept by the Association and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and making such limited enquiries of the officers of the Association as I considered necessary for the purposes of this report. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Opinion

In my opinion:

- (a) the financial statements are in agreement with the accounting records kept by the Association in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities and as required by section 130 of the Charities Act 2011;
- (b) having regard only to, and on the basis of, the information contained in those accounting records:
 - (i) the financial statements have been drawn up in a manner consistent with the accounting requirements specified by the Charities Act 2011; and the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice.
 - (ii) the Association satisfied the conditions for exemption from an audit of the financial statements for the year, and did not, at any time within that year, fall within any of the categories of Associations not entitled to the exemption specified.
 - (iii) no attention requires to be drawn in order to enable a proper understanding of the financial statements to be reached.

Jan G Gromadzki

Chartered Accountant

13 Wolverhampton Road, Codsall,
 Wolverhampton, West Midlands, WV8 1PT.

Date 24 April 2024

THE BARN OUTDOOR PURSUITS ASSOCIATION

INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

	<u>Notes</u>	<u>2023</u> £	<u>2022</u> £
<u>INCOME</u>	1e & f, 2	42,745	31,586
Expenditure	3	(61,654)	(43,244)
		—————	—————
		(18,909)	(11,658)
Interest & other income receivable		139	4
Interest payable		-	-
		—————	—————
<u>(DEFICIT)/SURPLUS OF INCOME OVER- EXPENDITURE FOR THE YEAR, BEING (DEFICIT)/SURPLUS FOR THE FINANCIAL YEAR</u>	4	£ (18,770) =====	£ (11,654) =====

STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES
FOR THE YEAR ENDED 31 MARCH 2023

	<u>2023</u> £	<u>2022</u> £
(Deficit)/surplus of income over expenditure for the year	(18,770)	(11,654)
	—————	—————
Total recognised gains and losses relating to the year	(18,770)	(11,654)
Unrestricted members' funds	(18,770)	(11,654)
Restricted funds	-	-
	—————	—————
Total gains and losses recognised since last annual report	£ (18,770) =====	£ (11,654) =====

There are no gains or losses other than the results as shown above.

The notes on pages 13 to 16 form part of these financial statements.

THE BARN OUTDOOR PURSUITS ASSOCIATION

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2023

	<u>Unrestricted</u> <u>Funds</u> £	<u>Restricted</u> <u>Funds</u> £	<u>Total Funds</u> <u>2023</u> £	<u>Total Funds</u> <u>2022</u> £
Income and expenditure				
Incoming resources				
Grants	-	-	-	6,260
Investment income	139	-	139	4
Donations	86	-	86	20
Other income	42,659	-	42,659	25,306
Total incoming resources	42,884	-	42,884	31,590
Resources expended				
Direct charitable expenditure	58,650	-	58,650	40,438
Fundraising & publicity	-	-	-	-
Governance costs	3,004	-	3,004	2,806
Total resources expended	61,654	-	61,654	43,244
Net incoming/(outgoing) resources before transfer	(18,770)	-	(18,770)	(11,654)
Transfer between funds	-	-	-	-
Net incoming/(outgoing) resources for the year	(18,770)	-	(18,770)	(11,654)
Other recognised gains and losses	-	-	-	-
Unrealised gains on investments	-	-	-	-
Net movement in funds	(18,770)	-	(18,770)	(11,654)
Balances brought forward at 1 April 2022	68,929	142,011	210,940	222,594
Balances carried forward 31 March 2023	£ 50,159 =====	£ 142,011 =====	£ 192,170 =====	£ 210,940 =====

The notes on pages 13 to 16 form part of these accounts.

THE BARN OUTDOOR PURSUITS ASSOCIATION

BALANCE SHEET

AS AT 31 MARCH 2023

	<u>Notes</u>	<u>2023</u> £	<u>2022</u> £
<u>FIXED ASSETS</u>			
Tangible assets	7	174,425	176,273
<u>CURRENT ASSETS</u>			
Debtors	8	2,726	2,694
Cash at bank & in hand		32,206	42,252
		34,932	44,946
<u>CREDITORS</u> - amounts falling due within one year	9	(17,187)	(10,279)
<u>NET CURRENT ASSETS</u>			
		17,745	34,667
<u>DEFERRED INCOME</u>	10	(-)	(-)
		£ 192,170	£ 210,940
<u>CAPITAL AND RESERVES</u>			
Members funds - restricted		142,011	142,011
Members funds - unrestricted		50,159	68,929
<u>MEMBERS' FUNDS</u>	12	£ 192,170	£ 210,940

These accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice and the Financial Reporting Standard for Smaller Entities (effective January 2015).

The Board of Trustees approved these accounts on 24 April 2024.

Trustee  J D Williams

Trustee  Miss L Hill

THE BARN OUTDOOR PURSUITS ASSOCIATION

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2023

1. PRINCIPAL ACCOUNTING POLICIES

a. Basis of preparation

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 United Kingdom and Republic of Ireland (FRS102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

The Association meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

b. Preparation of the financial statements on a going concern basis

The Association reported a net cash outflow of £ 10,046 in the year to 31 March 2023.

The outflow resulted from operating costs exceeding income and by additions to fixed assets. Cash of £ 2,152 was used on acquiring fixed assets in the year. The Trustees are monitoring performance and cash reserves throughout the year and will look to adjusting prices for services provided when necessary. Local Authority funding from Staffordshire Council has been withdrawn. Action is being taken as required to compensate for this loss in income by generating funds by encouraging more diversity, but concentrating on youth, in those that use the facilities and services of the Centre and various fund raising activities.

c. Depreciation

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives.

At each balance sheet date, the Association reviews the carrying amount of its tangible fixed assets to determine whether there is an indication that any items have suffered impairment loss. If any such indication exists, the recoverable amount of an asset is estimated in order to determine the extent of the impairment loss, if any.

On written down basis

Furniture & fittings	20% per annum
Equipment	20% per annum

Land and buildings are not depreciated.

d. Deferred taxation

Tax deferred or accelerated is accounted for in respect of all material timing differences to the extent that it is probable that a liability or asset will crystallise.

THE BARN OUTDOOR PURSUITS ASSOCIATION

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2023 - CONTINUED

1. PRINCIPAL ACCOUNTING POLICIES - CONTINUED

e. Income

Income comprises amounts received from booking fees, grants, fund raising, donations and miscellaneous receipts, derived from ordinary activities.

f. Grants

Grants received are taken to income and expenditure account in the year in which the expenditure to which they relate are incurred. Grants received in advance of the year in which the expenditure is incurred are carried forward in the balance sheet as deferred income.

2. INCOMING RESOURCES FROM ACTIVITIES TO FURTHER THE ASSOCIATION'S OBJECTS

	<u>Unrestricted</u>	<u>Restricted</u>	<u>2023</u>	<u>2022</u>
	£	£	£	£
Conwy County Borough Council				
- COVID grant	-	-	-	-
HMRC - JRS	-	-	-	6,260
Donations	86	-	86	20
Bookings	42,165	-	42,165	25,306
Fund raising and miscellaneous	494	-	494	-
	£ 42,745	£ -	£ 42,745	£ 31,586
	=====	=====	=====	=====

3. EXPENDITURE

	<u>2023</u>	<u>2022</u>
	£	£
Administrative expenses	£ 61,654	£ 43,244
	=====	=====

4. (DEFICIT)/SURPLUS OF INCOME OVER EXPENDITURE FOR THE YEAR

	<u>2023</u>	<u>2022</u>
	£	£
This is stated after charging:-		
Legal fees	-	-
Depreciation of tangible fixed assets	4,000	5,000
	=====	=====

THE BARN OUTDOOR PURSUITS ASSOCIATION

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2023 - CONTINUED

5.	<u>TRUSTEES' EMOLUMENTS</u>	<u>2023</u> £	<u>2022</u> £
	Fees	£ NIL =====	£ NIL =====

6. TAXATION

Due to the charitable status of the Association and the activities in which it is involved no liability to United Kingdom Corporation tax arises.

7. TANGIBLE ASSETS

<u>Cost</u>	<u>Land & Buildings</u> £	<u>Furniture and fittings</u> £	<u>Equipment</u> £	<u>Total</u> £
As at 1 April 2022	150,406	48,301	37,131	235,838
Additions	-	27	2,125	2,152
Disposals	(-)	(400)	(400)	(800)
As at 31 March 2023	<u>150,406</u>	<u>47,928</u>	<u>38,856</u>	<u>237,190</u>
<u>Depreciation</u>				
As at 1 April 2022	-	38,954	20,611	59,565
Charge for the year	-	2,000	2,000	4,000
Eliminated on disposals	(-)	(400)	(400)	(800)
As at 31 March 2023	<u>-</u>	<u>40,554</u>	<u>22,211</u>	<u>62,765</u>
<u>Net Book Values</u>				
As at 31 March 2023	£ 150,406 =====	£ 7,374 =====	£ 16,645 =====	£ 174,425 =====
As at 31 March 2022	£ 150,406 =====	£ 9,347 =====	£ 16,520 =====	£ 176,273 =====

8.	<u>DEBTORS</u>	<u>2023</u> £	<u>2022</u> £
	Debtors receivable	-	-
	Prepayments	2,726	2,694
		<u>£ 2,726</u> =====	<u>£ 2,694</u> =====

THE BARN OUTDOOR PURSUITS ASSOCIATION

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2023 - CONTINUED

9.	<u>CREDITORS</u> - amounts falling due	<u>2023</u>	<u>2022</u>
	within one year	£	£
	Taxation and social security	-	760
	Other creditors	17,187	9,519
		<u>£ 17,187</u>	<u>£ 10,279</u>
		=====	=====

10.	<u>DEFERRED INCOME</u>	<u>2023</u>	<u>2022</u>
		£	£
		£ -	£ -
		=====	=====

Deferred income represents grants received in the financial year ahead of expenditure that will be incurred in the subsequent financial year.

11. DEFERRED TAXATION
The full potential liability in respect of deferred taxation at 31 March 2023 was £ Nil (2022 - £ nil).

12. RECONCILIATION OF MOVEMENTS IN MEMBERS' FUNDS

	<u>2023</u>	<u>2022</u>
	£	£
Surplus/(deficit) of income over expenditure for the year	(18,770)	(11,654)
Opening members' funds	210,940	222,594
Closing members' funds	<u>£ 192,170</u>	<u>£ 210,940</u>
	=====	=====
Members' funds - restricted	142,011	142,011
Members' funds - unrestricted	50,159	68,929
Closing members' funds	<u>£ 192,170</u>	<u>£ 210,940</u>
	=====	=====

13. CAPITAL COMMITMENTS
At 31 March 2023 the trustees had no authorised capital expenditure. (2022 - none).

14. CONTINGENT LIABILITIES
There were no contingent liabilities at 31 March 2023 (2022 - Nil).

THE BARN OUTDOOR PURSUITS ASSOCIATIONDETAILED INCOME AND EXPENDITURE ACCOUNTFOR THE YEAR ENDED 31 MARCH 2023

	<u>2023</u>		<u>2022</u>	
	£	£	£	£
<u>INCOME</u>				
Grants				
Conwy County Borough Council				
- Covid grant	-		-	
HMRC				
- Job Retention Scheme	-		6,260	
Donations	86		20	
Bookings	42,165		25,306	
Fund raising & miscellaneous	494		-	
	<u> </u>	42,745	<u> </u>	31,586
<u>ADMINISTRATIVE EXPENSES</u>		(61,654)		(43,244)
		<u> </u>		<u> </u>
		(18,909)		(11,658)
<u>OTHER INCOME</u>				
Bank interest received	139		4	
	<u> </u>	139	<u> </u>	4
<u>INTEREST PAYABLE</u>				
Bank		-		-
		<u> </u>		<u> </u>
<u>(DEFICIT)/SURPLUS OF INCOME</u>				
<u>OVER EXPENDITURE IN THE YEAR</u>		£ (18,770)		£ (11,654)
		=====		=====

THE BARN OUTDOOR PURSUITS ASSOCIATIONSCHEDULE OF ADMINISTRATIVE EXPENSESFOR THE YEAR ENDED 31 MARCH 2023

	<u>2023</u>		<u>2022</u>	
	£	£	£	£
<u>TRUSTEES' REMUNERATION</u>		-		-
<u>ESTABLISHMENT EXPENSES</u>				
Rates	2,750		2,759	
Water rates	1,204		1,344	
Light and heat	19,317		6,370	
Insurances	2,161		2,083	
	<hr/>	25,432	<hr/>	12,556
<u>ADMINISTRATIVE EXPENSES</u>				
Salaries and National Insurance	18,536		15,387	
Pension costs	200		158	
Telephone & broadband	688		445	
Postage	39		26	
Marketing costs	790		960	
Commissions payable	3,169		1,394	
Cleaning & materials	2,090		2,868	
Consumables	449		730	
Repairs, renewals & maintenance costs	4,522		1,645	
Licences	159		159	
Professional fees	-		-	
Accountant's fees	872		866	
Bank charges	82		52	
Travelling costs	94		65	
Subsistence costs	68		44	
Sundry expenses	27		6	
Legionella testing & related costs	402		848	
Subscriptions	35		35	
Depreciation	4,000		5,000	
	<hr/>	36,222	<hr/>	30,688
		<hr/>		<hr/>
		£ 61,654		£ 43,244
		=====		=====

THE BARN OUTDOOR PURSUITS ASSOCIATION

FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH 2023

CHARITY NUMBER: 519951

Jan G Gromadzki
Chartered Accountant
13 Wolverhampton Road, Codsall,
Wolverhampton, West Midlands,
WV8 1PT.

Tel No: 01902 844873

THE BARN OUTDOOR PURSUITS ASSOCIATION

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REPORT OF THE TRUSTEES TO THE MEMBERS OF
THE BARN OUTDOOR PURSUITS ASSOCIATION

The Trustees submit their report together with the accounts of the Association for the year ended 31 March 2023.

Reference and administrative details

Association name:	The Barn Outdoor Pursuits Association	
Charity registration number:	519951	
Registered office:	Woodlands Vicarage Road Betws-y-Coed Wales LL24 0AD	
Business address:	84 Peakes Road Rugeley Staffordshire WS15 2LX	
Trustees:	James D Williams Miss Louise Hill Mrs Lesley Boxall Eric N Drinkwater Miss Louise Evans Mrs Jan Hardware Andrew Gilbert Ms Catriona Longford James Whitford	Chairperson & Treasurer Vice chair & Secretary Sponsorship Internal auditor & Procurement Promotions & Publicity
Secretary	Miss Louise Hill	
Treasurer:	James D Williams	
Warden:	Mrs Helen Randles	
Bankers:	HSBC Bank plc 14 Upper Brook Street Rugeley Staffordshire WS15 2DW	
Accountant	Jan G Gromadzki Chartered Accountant 13 Wolverhampton Road, Codsall, Wolverhampton, West Midlands, WV8 1PT	

REPORT OF THE TRUSTEES TO THE MEMBERS OF

THE BARN OUTDOOR PURSUITS ASSOCIATION - CONTINUED

Structure Governance and Management

Governing Document

The Organisation was founded in 1959 and its governing document is its Constitution dated 24 September 1998.

The Association is registered as a charity with the Charities Commission. All of the trustees are members of the Association. No trustee has a beneficial interest in the Association. Membership of the Association is open, irrespective of sex, sexual orientation, race, nationality or political, religious, or other opinion to:

- (i) Individuals aged eighteen or over.
- (ii) Individuals aged under eighteen years who shall be known as junior members. They shall have the power to elect one of their number to represent them at meetings, but that representative shall have no voting rights.
- (iii) Associations and organisations, whether corporate or unincorporated, which operate solely or in part within the area of benefit, are voluntary or non-profit distributing and which wish to support the objects of the Association, which shall be known as Affiliated Groups.
- (iv) The Statutory Authorities in whose administrative area of benefit lies.

The number of Association members at 31 March 2023 was 310 (2022 - 280).

Appointment of Trustees

The Trustees shall under the requirements of the Constitution of the Association retire from office at the Annual Members' Meeting and may, if willing to act, be re-appointed. New Board Members can be appointed during the year, but have to be re-elected at the Annual Members' Meeting.

Trustees at 31 March 2023 are listed on page 1. At the Members' Meeting held on 4 March 2023 all the Trustees offered their resignations. All of the Trustees were re-elected for a further term of office.

Trustee Induction and Training

New Trustees will receive an induction pack including:

- a copy of the Constitution of the Association;
- a copy of the Charity Commission leaflet - The essential trustee;
- a letter indicating the function of the board of trustees and the frequency of meetings;
- a copy of the latest reports and financial statements.

New Trustees are also invited and encouraged to attend induction sessions lead by the chairman/secretary for familiarisation with the documents and discussion/explanation of the roles and responsibilities associated with their appointment as a Trustee. A visit to the "Woodlands" Centre to meet the Warden and gain an overview of the day to day activities and operating procedures of the Centre is also arranged with further follow up visits during their period of office.

REPORT OF THE TRUSTEES TO THE MEMBERS OF
THE BARN OUTDOOR PURSUITS ASSOCIATION - CONTINUED

Organisational Structure

The Association's constitution allow the Board of Trustees to consist of not less than three, but there is no upper limit. The current board, who are listed on page 1 has nine active members and is required to meet not less than four times a year, with interim meetings if required to deal with specific items of business.

The Board is responsible for the oversight and strategic planning of the operation of the Centre and the operation of the organisation as a charity.

The day to day running of the Centre is delegated to the Warden and the Booking Clerk, who are appointed by the Board.

The Trustees look after financial aspects of the organisation with most day to day activities being delegated to the Warden and Booking Clerk.

The Warden and Booking Clerk may attend board meetings, when requested to report, discuss and advise as necessary but have no voting rights.

Risk Management

The Trustees have policies in place to ensure compliance with regulations relating to the health and safety of staff, volunteers, service users, and visitors. These include procedures in the event of fire, illness/accident, suspected abuse and to ensure high standards in food and kitchen hygiene. A general outline of legislation is also displayed at the Centre.

Risk assessments are carried out in respect of any perceived hazards and procedures developed to minimise any potential risk. These are reviewed at least annually.

The Association complies with the Working Time Directive, which came out on 1 October 1998 and the National Minimum Wage, which came into Force on 1 April 1999 and any subsequent updates.

The Trustees have also implemented policies for dealing with complaints, complements, grievance and discipline.

The Association has insured with Ansvar Insurance through W R S Limited - Insurance Brokers both public liability insurance and employer's liability insurance.

Related Parties

There is at present no formal agreement with other parties. However funds have in the past been donated from the Community Fund for the original purchase of "Woodlands" and operational support from Staffordshire County Council. In a previous year a grant of £ 5,000 was received from Garfield Weston Foundation to help fund the construction of the Warden's accommodation.

REPORT OF THE TRUSTEES TO THE MEMBERS OF

THE BARN OUTDOOR PURSUITS ASSOCIATION - CONTINUED

Objectives and Activities

When planning the activities for the year the Board of Trustees have considered the Charity Commissioners' guidance on public benefit. The objects of the Association are, by associating together with the inhabitants of Staffordshire and to the surrounding areas and Local Authorities, voluntary and other organisations in a common effort to provide, in the interests of Social Welfare and the advancement of education, facilities for recreation and other leisure time occupations for the young people of Staffordshire and other surrounding areas, being facilities:-

- (i) Of which those persons have need of reason of their youth, disablement, or social and economic circumstances, and
- (ii) Which will improve the conditions of life to such persons by promoting their physical, mental, social, and interpersonal well-being and in any manner, which is, or thereafter may be deemed by law to be charitable.

Achievements and Performance

Review of business

This year has seen the Centre return to near pre-pandemic levels and we have returned to being quite busy. We are very pleased to report that we have had 318 bookings for 3,806 bed nights which equates to 32% utilisation, an improvement of 70% on the previous year. 28 of the bookings were for the whole Centre, which is back to the numbers we saw prior to the pandemic effected period. Youth utilisation was 51% from 22 bookings which accounted for 1,932 bed nights.

Our membership has continued to grow, as we recruited 30 new members.

The youth organisations that have benefited from the Centre include:

- 301 (Bury St Edmonds) Sqn Atc
- Farmer's School
- Pownall Hall School
- Notre Dame Prep School
- 1st Watchfield and Shrivensham Scout Group.
- South Devon College
- Ellsemere College
- Treewild Way of the Bard
- Thursday Cubs
- Kenilworth Community Church
- Church of Jesus Christ of Latter-day Saints
- Lichfield District Explorers
- Harpenden Expedition Club 13-19.

Income for the year, which was mainly from booking sales, has returned to near best-ever heights at £ 42,745. Sadly due in part to soaring utilities costs our total expenditure was £ 61,654. The utilities supplier has been changed and this has begun to reduce costs and the market is beginning to see a return to more usual expense.

REPORT OF THE TRUSTEES TO THE MEMBERS OF

THE BARN OUTDOOR PURSUITS ASSOCIATION - CONTINUED

Achievements and performance - continued

Review of business – continued

Following a period of industry instability due to the covid pandemic, we have realigned our growth plan with current market performance. In 2022 we have revised the target year for 55% utilisation to 2026, with a minimum of 70% usage by youth groups and an income of £ 65K.

Our marketing strategy continues to use social media successfully, in conjunction with The Independent Hostels Association IHUK which is working well. We have also maintained use of GroupAccommodation.com for selling to groups and Booking.com to fill up short term gaps in between group bookings.

Helen (Warden) and Fiona (Booking Officer) continue to support the day-to-day functions of the Centre. A cover Warden and assistant cleaner were formally appointed in 2023. Ongoing GDPR compliance has been a focus this year.

Water safety checks were performed by Helen Randles with the help of NCH. The employer's liability insurance was renewed, and the certificate displayed at the Woodlands premises. We carried out all necessary fire safety testing and completed a fire risk assessment, updating the logbook with any new findings or actions. The kitchen extraction system was also professionally cleaned and serviced. We were able to renew the Business Rate Relief. Good progress is being made on the new booking system.

Prices were increased as planned, by 25%, in November 2022. Increases were made to adult prices, with a much smaller increase on the youth rate to ensure we remain affordable for our target groups. Discounts were increased most notably for our youth group rates.

All Trustees' meetings have been minuted and were conducted according to our constitution. The minutes are stored in our SharePoint and are available at any time. All necessary correspondence has been dealt with.

Activity on the website has continued to restore to pre-pandemic levels. Organic search accounted for 68% of our website traffic. Facebook and IHUK were our top referrers to the website.

We held four working weekends during the year in April 2022, July 2022, September 2022 and February 2023. Our volunteers enjoy giving back to the Centre and we had a great turnout to each. Together with our volunteers and members the Trustees have managed to achieve a huge amount. Some of the achievements are listed as follows:

- Painted garden retaining wall, steps, handrail and back wall.
- Repaired and cleared drains and cleared gutters.
- Removal of more overgrown Rhododendrons.
- Garden tidy up and new beds created.
- Unsafe and dead trees removed.
- Major roof repairs from damp.
- Emergency lights repaired.
- Repaired garden dry stone wall.

REPORT OF THE TRUSTEES TO THE MEMBERS OF
THE BARN OUTDOOR PURSUITS ASSOCIATION - CONTINUED

Achievements and performance - continued

Review of business – continued

- Additional outdoor lighting.
- Repaired and painted gate.
- Garden maintenance.
- Various painting throughout.
- Some thermostatic mixer valves replaced.
- Rotten floor in unisex bathroom replaced.
- Improvements to fire escape.
- New cooker.
- New washing machine.
- New sofas
- Painted radiators.
- Showers regouted and silicone.
- New fencing outside front door.
- Parking spaces painted.

The Board of Trustees wishes to place on record its appreciation for all donations to the Association and thanks to all volunteers for providing continued support.

Plans for Future Periods

Tasks and improvements set for the coming year are:-

- Replace remaining thermostatic mixing valves.
- More LED lighting.
- Fix broken window locks.
- Fit new door locks.
- Signage for gate.
- More new beds.
- Repair boundary dry stone wall.
- Replace broken lounge sofa.
- Repair soffit board above kitchen door.
- Repair broken floor tiles in hallway.
- Repair leaking showers.
- Rendering of wall on fire escape.
- Paint fire escape
- Ongoing removal of overgrown Rhododendrons.
- Ongoing refresh of kitchen and equipment.
- Ongoing garden maintenance.
- Fix emergency pull chord in bathroom.
- Extend fence outside front door.
- Replace sofas in lounge.

Future Projects

- Renovation of male toilets.
- Additional parking.
- Secure bike storage.
- Replace hot water system in Warden's accommodation.
- New booking system.
- New membership administration system.

REPORT OF THE TRUSTEES TO THE MEMBERS OF
THE BARN OUTDOOR PURSUITS ASSOCIATION - CONTINUED

Achievements and performance - continued

Review of business – continued

We have had many reviews on Google, Facebook, Booking.com and in our Guest book. Overall, our users were happy and appreciated the accessible location of our accommodation and the value for money that the Centre provides. Please see some of our reviews:

A great place for us all to get together and much fun has been had by us all enjoying lots of different activities, Certainly hope to be back. **Wilkie/Hughes family August 2022**

A brilliant base to catch up and enjoy each other's company in the most beautiful area. Great local pubs and zip world. **Starbutts, Well, McKenner & Stevenson families New Year 2022**

Very peaceful and quiet. Had snow was lovely. **Ed January 2023**

First stay here and really enjoyed friendly feel, Warm lounge & clean kitchen. **Baymen January 2023**

Beautiful place. Definitely worth a second visit. **Michael February 2023**

Great place, comfortable, warm, clean & tidy. Good base. Helen a great help. Will be back! **Woods February 2023**

Everything perfect. **Russell February 2023**

Brilliant place. Love the quiet peaceful setting. Thank you. **Maria Murphy March 2023**

Booked this last minute as too cold to camp and super impressed. I will definitely come again. Friendly people, good facilities, excellent location and super warm showers! I had a whole room to myself. Awesome! **Kris Gleave March 2023**

A very enjoyable stay all round! Thank you very much. Will recommend this place to others. Hope to see you again! **Olly Parry-Jone March 2023**

Results

The deficit of income over expenditure for the year was £ 18,770 (2022 - deficit £ 11,654).

The Board of Trustees wishes to place on record its appreciation and thanks to all volunteers for providing continued support.

Stated reserves policy

Unrestricted funds are needed:

- (a) to provide funds which can be designated for specific projects to enable them to be undertaken at short notice, and
- (b) to cover administration fund-raising and support costs without which the Association could not function.

The Trustees consider it prudent that unrestricted reserves should be sufficient:

- (a) to avoid the necessity of realising fixed assets held for the Association's use,
- (b) to cover one year's administration, fund raising and support costs, and
- (c) to cover the projected cost of £ 10,000 for ongoing refurbishment of the building.

The Trustees are of the opinion, after careful consideration of all relevant facts, that the unrestricted reserves during the year to 31 March 2024 should not fall below £ 40,000.

REPORT OF THE TRUSTEES TO THE MEMBERS OF
THE BARN OUTDOOR PURSUITS ASSOCIATION - CONTINUED

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Charity law and Accounting and Reporting by Charities: Statement of Recommended Practice: requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required to give a true and fair view of the state of affairs of the Association and of the income and expenditure of the Association for that year.

In preparing the financial statements the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principals in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Association will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose, with reasonable accuracy at any time, the financial position of the Association and that enable them to ensure that the financial statements comply with the Charities Act 1993 (Revised 2006 and 2011) and Accounting and Reporting by Charities: Statement of Recommended Practice. They are also responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report which has been prepared in accordance with both Accounting and Reporting by Charities: Statement of Recommended Practice and the Charities Act 1993 (Revised 2006 and 2011), was approved by the board and signed on its behalf by:-

Trustee.....  J D Williams

Woodlands, Vicarage Road,
 Betws-y-Coed, Wales LL24 0AD.

Date: 24 April 2024

CHARTERED ACCOUNTANT'S REPORT
TO THE MEMBERS ON THE UNAUDITED ACCOUNTS OF
THE BARN OUTDOOR PURSUITS ASSOCIATION
FOR THE YEAR ENDED 31 MARCH 2023

I report on the accounts for the year ended 31 March 2023 set out on pages 10 to 16.

Respective responsibilities of the trustees and reporting accountant

As described on page 8, the Association's trustees are responsible for the preparation of the accounts, and they consider that the Association is exempt from an audit. It is my responsibility to carry out procedures designed to enable me to report my opinion.

Basis of opinion

My work was conducted in accordance with the Statement of Standards for Reporting Accountants, and with the general Directions given by the Charity Commission. My procedures includes a review of the accounting records kept by the Association and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and making such limited enquiries of the officers of the Association as I considered necessary for the purposes of this report. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Opinion

In my opinion:

- (a) the financial statements are in agreement with the accounting records kept by the Association in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities and as required by section 130 of the Charities Act 2011;
- (b) having regard only to, and on the basis of, the information contained in those accounting records:
 - (i) the financial statements have been drawn up in a manner consistent with the accounting requirements specified by the Charities Act 2011; and the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice.
 - (ii) the Association satisfied the conditions for exemption from an audit of the financial statements for the year, and did not, at any time within that year, fall within any of the categories of Associations not entitled to the exemption specified.
 - (iii) no attention requires to be drawn in order to enable a proper understanding of the financial statements to be reached.

Jan G Gromadzki

Chartered Accountant

13 Wolverhampton Road, Codsall,
 Wolverhampton, West Midlands, WV8 1PT.

Date 24 April 2024

THE BARN OUTDOOR PURSUITS ASSOCIATION

INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

	<u>Notes</u>	<u>2023</u> £	<u>2022</u> £
<u>INCOME</u>	1e & f, 2	42,745	31,586
Expenditure	3	(61,654)	(43,244)
		<hr/>	<hr/>
		(18,909)	(11,658)
Interest & other income receivable		139	4
Interest payable		-	-
		<hr/>	<hr/>
<u>(DEFICIT)/SURPLUS OF INCOME OVER- EXPENDITURE FOR THE YEAR, BEING (DEFICIT)/SURPLUS FOR THE FINANCIAL YEAR</u>	4	£ (18,770) =====	£ (11,654) =====

STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES
FOR THE YEAR ENDED 31 MARCH 2023

	<u>2023</u> £	<u>2022</u> £
(Deficit)/surplus of income over expenditure for the year	(18,770)	(11,654)
	<hr/>	<hr/>
Total recognised gains and losses relating to the year	(18,770)	(11,654)
Unrestricted members' funds	(18,770)	(11,654)
Restricted funds	-	-
	<hr/>	<hr/>
Total gains and losses recognised since last annual report	£ (18,770) =====	£ (11,654) =====

There are no gains or losses other than the results as shown above.

The notes on pages 13 to 16 form part of these financial statements.

THE BARN OUTDOOR PURSUITS ASSOCIATION

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2023

	<u>Unrestricted</u> <u>Funds</u> £	<u>Restricted</u> <u>Funds</u> £	<u>Total Funds</u> <u>2023</u> £	<u>Total Funds</u> <u>2022</u> £
Income and expenditure				
Incoming resources				
Grants	-	-	-	6,260
Investment income	139	-	139	4
Donations	86	-	86	20
Other income	42,659	-	42,659	25,306
Total incoming resources	42,884	-	42,884	31,590
Resources expended				
Direct charitable expenditure	58,650	-	58,650	40,438
Fundraising & publicity	-	-	-	-
Governance costs	3,004	-	3,004	2,806
Total resources expended	61,654	-	61,654	43,244
Net incoming/(outgoing) resources before transfer	(18,770)	-	(18,770)	(11,654)
Transfer between funds	-	-	-	-
Net incoming/(outgoing) resources for the year	(18,770)	-	(18,770)	(11,654)
Other recognised gains and losses	-	-	-	-
Unrealised gains on investments	-	-	-	-
Net movement in funds	(18,770)	-	(18,770)	(11,654)
Balances brought forward at 1 April 2022	68,929	142,011	210,940	222,594
Balances carried forward 31 March 2023	£ 50,159	£ 142,011	£ 192,170	£ 210,940
	=====	=====	=====	=====

The notes on pages 13 to 16 form part of these accounts.

THE BARN OUTDOOR PURSUITS ASSOCIATION

BALANCE SHEET

AS AT 31 MARCH 2023

	<u>Notes</u>	<u>2023</u> £	<u>2022</u> £
<u>FIXED ASSETS</u>			
Tangible assets	7	174,425	176,273
<u>CURRENT ASSETS</u>			
Debtors	8	2,726	2,694
Cash at bank & in hand		32,206	42,252
		34,932	44,946
<u>CREDITORS</u> - amounts falling due within one year	9	(17,187)	(10,279)
<u>NET CURRENT ASSETS</u>			
		17,745	34,667
<u>DEFERRED INCOME</u>	10	(-)	(-)
		£ 192,170	£ 210,940
<u>CAPITAL AND RESERVES</u>			
Members funds - restricted		142,011	142,011
Members funds - unrestricted		50,159	68,929
<u>MEMBERS' FUNDS</u>	12	£ 192,170	£ 210,940

These accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice and the Financial Reporting Standard for Smaller Entities (effective January 2015).

The Board of Trustees approved these accounts on 24 April 2024.

Trustee  J D Williams

Trustee  Miss L Hill

THE BARN OUTDOOR PURSUITS ASSOCIATION

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2023

1. PRINCIPAL ACCOUNTING POLICIES

a. Basis of preparation

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 United Kingdom and Republic of Ireland (FRS102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102).

The Association meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

b. Preparation of the financial statements on a going concern basis

The Association reported a net cash outflow of £ 10,046 in the year to 31 March 2023.

The outflow resulted from operating costs exceeding income and by additions to fixed assets. Cash of £ 2,152 was used on acquiring fixed assets in the year. The Trustees are monitoring performance and cash reserves throughout the year and will look to adjusting prices for services provided when necessary. Local Authority funding from Staffordshire Council has been withdrawn. Action is being taken as required to compensate for this loss in income by generating funds by encouraging more diversity, but concentrating on youth, in those that use the facilities and services of the Centre and various fund raising activities.

c. Depreciation

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives.

At each balance sheet date, the Association reviews the carrying amount of its tangible fixed assets to determine whether there is an indication that any items have suffered impairment loss. If any such indication exists, the recoverable amount of an asset is estimated in order to determine the extent of the impairment loss, if any.

On written down basis

Furniture & fittings	20% per annum
Equipment	20% per annum

Land and buildings are not depreciated.

d. Deferred taxation

Tax deferred or accelerated is accounted for in respect of all material timing differences to the extent that it is probable that a liability or asset will crystallise.

THE BARN OUTDOOR PURSUITS ASSOCIATION

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2023 - CONTINUED

1. PRINCIPAL ACCOUNTING POLICIES - CONTINUED

e. Income

Income comprises amounts received from booking fees, grants, fund raising, donations and miscellaneous receipts, derived from ordinary activities.

f. Grants

Grants received are taken to income and expenditure account in the year in which the expenditure to which they relate are incurred. Grants received in advance of the year in which the expenditure is incurred are carried forward in the balance sheet as deferred income.

2. INCOMING RESOURCES FROM ACTIVITIES TO FURTHER THE ASSOCIATION'S OBJECTS

	<u>Unrestricted</u>	<u>Restricted</u>	<u>2023</u>	<u>2022</u>
	£	£	£	£
Conwy County Borough Council				
- COVID grant	-	-	-	-
HMRC - JRS	-	-	-	6,260
Donations	86	-	86	20
Bookings	42,165	-	42,165	25,306
Fund raising and miscellaneous	494	-	494	-
	£ 42,745	£ -	£ 42,745	£ 31,586
	=====	=====	=====	=====

3. EXPENDITURE

	<u>2023</u>	<u>2022</u>
	£	£
Administrative expenses	£ 61,654	£ 43,244
	=====	=====

4. (DEFICIT)/SURPLUS OF INCOME OVER EXPENDITURE FOR THE YEAR

	<u>2023</u>	<u>2022</u>
	£	£
This is stated after charging:-		
Legal fees	-	-
Depreciation of tangible fixed assets	4,000	5,000
	=====	=====

THE BARN OUTDOOR PURSUITS ASSOCIATION

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2023 - CONTINUED

5.	<u>TRUSTEES' EMOLUMENTS</u>	<u>2023</u> £	<u>2022</u> £
	Fees	£ NIL =====	£ NIL =====

6. TAXATION

Due to the charitable status of the Association and the activities in which it is involved no liability to United Kingdom Corporation tax arises.

7. TANGIBLE ASSETS

<u>Cost</u>	<u>Land & Buildings</u> £	<u>Furniture and fittings</u> £	<u>Equipment</u> £	<u>Total</u> £
As at 1 April 2022	150,406	48,301	37,131	235,838
Additions	-	27	2,125	2,152
Disposals	(-)	(400)	(400)	(800)
As at 31 March 2023	<u>150,406</u>	<u>47,928</u>	<u>38,856</u>	<u>237,190</u>
<u>Depreciation</u>				
As at 1 April 2022	-	38,954	20,611	59,565
Charge for the year	-	2,000	2,000	4,000
Eliminated on disposals	(-)	(400)	(400)	(800)
As at 31 March 2023	<u>-</u>	<u>40,554</u>	<u>22,211</u>	<u>62,765</u>
<u>Net Book Values</u>				
As at 31 March 2023	£ 150,406 =====	£ 7,374 =====	£ 16,645 =====	£ 174,425 =====
As at 31 March 2022	£ 150,406 =====	£ 9,347 =====	£ 16,520 =====	£ 176,273 =====

8.	<u>DEBTORS</u>	<u>2023</u> £	<u>2022</u> £
	Debtors receivable	-	-
	Prepayments	2,726	2,694
		<u>£ 2,726</u> =====	<u>£ 2,694</u> =====

THE BARN OUTDOOR PURSUITS ASSOCIATION

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2023 - CONTINUED

9.	<u>CREDITORS</u> - amounts falling due	<u>2023</u>	<u>2022</u>
	within one year	£	£
	Taxation and social security	-	760
	Other creditors	17,187	9,519
		<u>£ 17,187</u>	<u>£ 10,279</u>
		=====	=====

10.	<u>DEFERRED INCOME</u>	<u>2023</u>	<u>2022</u>
		£	£
		£ -	£ -
		=====	=====

Deferred income represents grants received in the financial year ahead of expenditure that will be incurred in the subsequent financial year.

11. DEFERRED TAXATION
The full potential liability in respect of deferred taxation at 31 March 2023 was £ Nil (2022 - £ nil).

12. RECONCILIATION OF MOVEMENTS IN MEMBERS' FUNDS

	<u>2023</u>	<u>2022</u>
	£	£
Surplus/(deficit) of income over expenditure for the year	(18,770)	(11,654)
Opening members' funds	210,940	222,594
Closing members' funds	<u>£ 192,170</u>	<u>£ 210,940</u>
	=====	=====
Members' funds - restricted	142,011	142,011
Members' funds - unrestricted	50,159	68,929
Closing members' funds	<u>£ 192,170</u>	<u>£ 210,940</u>
	=====	=====

13. CAPITAL COMMITMENTS
At 31 March 2023 the trustees had no authorised capital expenditure. (2022 - none).

14. CONTINGENT LIABILITIES
There were no contingent liabilities at 31 March 2023 (2022 - Nil).

THE BARN OUTDOOR PURSUITS ASSOCIATIONDETAILED INCOME AND EXPENDITURE ACCOUNTFOR THE YEAR ENDED 31 MARCH 2023

	<u>2023</u>		<u>2022</u>	
	£	£	£	£
<u>INCOME</u>				
Grants				
Conwy County Borough Council				
- Covid grant	-		-	
HMRC				
- Job Retention Scheme	-		6,260	
Donations	86		20	
Bookings	42,165		25,306	
Fund raising & miscellaneous	494		-	
	<u> </u>	42,745	<u> </u>	31,586
<u>ADMINISTRATIVE EXPENSES</u>		(61,654)		(43,244)
		<u> </u>		<u> </u>
		(18,909)		(11,658)
<u>OTHER INCOME</u>				
Bank interest received	139		4	
	<u> </u>	139	<u> </u>	4
<u>INTEREST PAYABLE</u>				
Bank		-		-
		<u> </u>		<u> </u>
<u>(DEFICIT)/SURPLUS OF INCOME</u>				
<u>OVER EXPENDITURE IN THE YEAR</u>		£ (18,770)		£ (11,654)
		=====		=====

THE BARN OUTDOOR PURSUITS ASSOCIATIONSCHEDULE OF ADMINISTRATIVE EXPENSESFOR THE YEAR ENDED 31 MARCH 2023

	£	<u>2023</u>	£	£	<u>2022</u>	£
<u>TRUSTEES' REMUNERATION</u>			-			-
<u>ESTABLISHMENT EXPENSES</u>						
Rates		2,750			2,759	
Water rates		1,204			1,344	
Light and heat		19,317			6,370	
Insurances		2,161			2,083	
		<hr/>			<hr/>	
			25,432			12,556
<u>ADMINISTRATIVE EXPENSES</u>						
Salaries and National Insurance		18,536			15,387	
Pension costs		200			158	
Telephone & broadband		688			445	
Postage		39			26	
Marketing costs		790			960	
Commissions payable		3,169			1,394	
Cleaning & materials		2,090			2,868	
Consumables		449			730	
Repairs, renewals & maintenance costs		4,522			1,645	
Licences		159			159	
Professional fees		-			-	
Accountant's fees		872			866	
Bank charges		82			52	
Travelling costs		94			65	
Subsistence costs		68			44	
Sundry expenses		27			6	
Legionella testing & related costs		402			848	
Subscriptions		35			35	
Depreciation		4,000			5,000	
		<hr/>			<hr/>	
			36,222			30,688
			<hr/>			<hr/>
			£ 61,654			£ 43,244
			=====			=====