

---

**THE HAMLET CENTRE TRUST**  
(A Company Limited by Guarantee)

---

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**CONTENTS**

---

	Page
<b>Reference and Administrative Details of the Charitable Company, its Trustees and Advisers</b>	1
<b>Trustees' Report</b>	2 - 11
<b>Independent Auditors' Report on the Financial Statements</b>	12 - 15
<b>Statement of Financial Activities</b>	16
<b>Balance Sheet</b>	17 - 18
<b>Statement of Cash Flows</b>	19
<b>Notes to the Financial Statements</b>	20 - 41

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITABLE COMPANY, ITS TRUSTEES AND  
ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2025**

---

<b>Trustees</b>	C Betts, Chair (appointed Chair on 31/03/25) D Green, Vice Chair (appointed Vice Chair 31/03/2025) S Coombe, (resigned as Chair 31/03/25) H Coutanche P Morgan K Owen D Parker (appointed 31 July 2024) A Stimpson (appointed 31 July 2024)
<b>Company registered number</b>	02518973
<b>Charity registered number</b>	1000653
<b>Registered office</b>	The Hamlet Charity Johnson Place Norwich Norfolk NR2 1SJ
<b>Company secretary</b>	E Coulson (resigned 15 April 2025) L Ewing (appointed 16 April 2025)
<b>Chief executive officer</b>	E Coulson (resigned 15 April 2025) L Ewing (appointed 16 April 2025)
<b>Independent auditors</b>	MA Partners Audit LLP Chartered Accountants Statutory Auditor 7 The Close Norwich Norfolk NR1 4DJ
<b>Bankers</b>	CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ  Lloyds TSB Bank plc 16 Gentleman's Walk Norwich Norfolk NR2 1LZ

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

The Trustees present their annual report together with the audited financial statements of The Hamlet Centre Trust (the "charitable Company") for the year 1 April 2024 to 31 March 2025. The Annual Report serves the purposes of both a Trustees' Report and a Directors' Report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable Company comply with the current statutory requirements, the requirements of the charitable Company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the charitable Company qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

The charitable Company also trades under the names The Hamlet and The Hamlet Charity.

The Trustees who have served during the year are shown on page 1.

### **The Hamlet Charter**

We believe people with disabilities deserve to be valued for who they are. By providing recreational, educational and social opportunities, our children, young people and adults can be themselves and reach their full potential.

We believe that everyone at The Hamlet should be

- Happy and safe
- Free to explore choices and opportunities
- Be encouraged to unlock their potential
- Be able to communicate in their own way
- Be fully integrated into the wider community

We deliver a high-quality supportive and nurturing environment which encourages our members to push their limits and achieve things their parents and caregivers sometimes did not know were possible.

### **Objectives and activities**

#### **a. Policies and objectives**

The objectives of the charitable Company as set out in our Memorandum and Articles of Association (amended May 1993) are:

- i. the relief of persons with special needs; and,
- ii. the advancement of education of children and young persons with special needs within the areas of Norwich and Norfolk.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**Objectives and activities (continued)**

**b. Strategies undertaken to achieve objectives**

- To promote inclusion and integration
- To maximise the use of our three centres
- To increase options and choices for those who use our services
- Supporting transition of our users within the Hamlet services and beyond
- To provide support for families and carers
- To explore opportunities for working with other groups and agencies.

**c. Activities for achieving objectives**

- The Hive and Little Bees Support for Families and Children under 5 with disabilities and complex health needs
- Short Breaks for children with disabilities from 5 – 17 years inclusive
- Early Explorers Pre school for children from 2 – 4 years inclusive with and without disabilities
- Day Services for young adults from 18 to 29 years of age
- Out of Hours Club in the evenings and at weekends for people from 16 years of age with a disability
- Hamlet at Home (Hamlet Community Support Services) – a CQC registered service providing support in the community for individuals with disabilities aged 14 – 29 years.

**d. Public benefit**

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. Within the report there is detailed information on the services provided and the benefits to those who use them.

**e. Risk management**

The strategic risk register is reviewed regularly and is a standing agenda item at each full Board meeting. An opportunity is given to adjust the register following the meeting. Policies and procedures are in place to ensure compliance with health and safety of Staff, Volunteers (including Trustees), Hamlet Users and Visitors at all our centres. Dependent on the nature of the policy, policies are reviewed and approved by either Trustees or the Senior Leadership Team. Policies are available by request to our Registered Office. The Senior Leadership Team and Trustees regularly review all the major risks to which the charitable Company is or may be exposed.

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

## **Achievements and performance**

### **a. Review of activities**

We have already made progress towards achieving the goals set out in our 2024-2029 Strategic Plan. We continue to support around 400 individuals and their families across Norfolk, and we remain focused on delivering a professional service to meet the current and future needs of our Hamlet Users.

In adult services:

- We have seen an increase in referrals since opening our third centre at Marion Road site. The adult students are involving themselves in the local community, including working in collaboration with SENDIASS on a project focusing on accessibility at the Marion Road public playpark. The aim is to make it accessible to everyone with disabilities.
- At our Ella Road adult services site, we have been endeavouring to increase postural support especially for our physically disabled students. This comes with the need for additional equipment and the related challenge around storage. This has further highlighted our need to upgrade and improve tracking hoists throughout the building.
- Away from the centres, we ran two holidays to Mersea Island Festival and to Caister Holiday Park. These offered new experiences to those members who had not been away with us before, providing them with opportunities for more independence, while allowing them to gain self-esteem and confidence in their own abilities.

In children's services:

- Much of our attention was around negotiating with statutory funding authorities to achieve full cost recovery for our public service contracts. Working closely with the Norfolk County Council Short Breaks Commissioning team, we have been able to secure an increase in the Short Breaks funding which will support with future service delivery.
- At our preschool service we balance the need to provide a good quality education while supporting SEND needs. The staffing ratios necessary to meet the needs of the children are more than the required government ratios, causing challenges in our ability to achieve full cost recovery for this service. We are therefore focusing our efforts on applying for external grants and trusts to support this specialist service.
- At the start of the year the Little Bees service had lower than predicted attendance, but this has been improving and in recent months has picked up.
- We continue to provide a Family and Wellbeing Advisor who plays a key role in supporting our families, with completing paperwork or signposting to additional support services where necessary.

We are delighted that we have net surplus for the year of £33k. With rising costs, increased utility bills and the increases in the minimum wage we were reliant upon grants, trusts and donations to support our work. It is disappointing that we have been unable to negotiate new costs with our adult commissioners due to a changing framework and this lack of funding does impact the day-to-day running of the charity.

Despite the financial pressures, we have made investments in digital solutions, and we are seeing the benefits with improved reporting and operating efficiencies.

Recruitment was challenging at the beginning of the year, and we needed to rely on agency staff to keep the services running. The additional cost of agency staff had a negative impact on the finances. We have had a successful recruitment campaign and whilst applicants coming forward may not have a background in care and support, they have been able to offer transferable skills and a positive enthusiastic attitude. Staff remuneration was reviewed prior to agreeing the 2025/26 budget and we remain committed to an annual review moving forwards.

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**Achievements and performance (continued)**

**Strategic Plan**

Our 5-year strategic plan is centred around the continued delivery of high-quality services which means working in partnership with the individual, parents / carers, commissioners and other professionals to deliver flexible, holistic and person-centred support. We continue to be innovative, constantly exploring new ways of working to meet the existing and emerging needs of our Hamlet Users.

The key strategic aims of the plan are:

1. To be known and recognised as a highly professional organisation and service provider for children and adults with complex health needs and disabilities.
2. To ensure that The Hamlet remains financially viable within an increasingly challenging financial climate.
3. To maintain and invest in our infrastructure to continue to provide an excellent service both now and in the future.
4. To continue to invest in our staff and volunteers to ensure we can attract and maintain a committed and highly trained workforce.
5. To develop and strengthen key relationships to safeguard our future service provision.
6. To act as an agile organisation that identifies, recognises and adapts to external influences and maintains its relevance.

Our focus for the year ahead is to:

- Continue working with the service commissioners to negotiate a full-cost recovery to enable us to continue providing the services required for the specific and complex Hamlet Users needs.
- A review of the organisational staffing structure.
- To ensure that all staff have a clear understanding of their role and responsibilities.
- To look at our offer for staff development and training to support career opportunities within the Hamlet.
- Develop our Preschool to become a specialist service meeting both education and SEND needs.
- Build on our 2024/25 marketing strategies and explore new opportunities for fundraising, donations, corporate partnerships and grant income.

**Finance and Funding**

For 2024/2025 we have ended the year with a surplus of £33,212. At the start of the year, we were predicting a budget deficit of £13,433 but with continued strong financial management, robust monitoring of spending, and the support of the whole Staff Team, we were able to turn this around.

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**Achievements and performance (continued)**

**b. Fundraising activities and income generation**

The Trustees would like to say a huge thank you to the many trusts, companies, groups and individuals for their donations during the year. This has included funding towards specialist staff posts, equipment and building projects as well as contributions towards our core costs. These donations enable us to continue the high-quality support provided to our Hamlet Users and their families.

We have a dedicated fundraising team who work closely alongside Felton Fundraising, a professional fundraising organisation. For over 20 years Felton Fundraising has supported The Hamlet in applications for funding and in 2024/25 raised £136,881. The Trusts and Foundations fundraising sector is facing additional pressure given the current economic climate, with their resources stretched further than ever. We anticipate a reduced level of funding from these sources in 2025/26 and have budgeted accordingly.

There have been no complaints about fundraising activity. All fundraisers, families and others interested in our work are given the option of signing up to our newsletters and information on events and how to opt out of this if they wish. In accordance with our Fundraising Strategy, we have signed up to the Fundraising Regulator's Code of Fundraising Practice. Voluntary fundraisers are given a pack which includes our Fundraising Ethics Policy.

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**Financial review**

**a. Going concern**

Having made appropriate enquiries, the Trustees have a reasonable expectation that the charitable Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

**b. Reserves policy**

The Trustees, having considered the potential risks facing The Hamlet and assessed the future plans, aim to retain reserves sufficient to facilitate an orderly withdrawal from operations, if necessary, including meeting contractual obligations and covering redundancy payments. These funds had been held in a designated reserve but as the value of the buildings the charitable Company owns greatly outweighs the amount of borrowings, and therefore the sale of these would cover any such payments in the event of The Hamlet ceasing to operate, the decision was taken this year to release these to general reserves. As at 31 March 2025 the charitable Company had free reserves of £343,206 (2024 Deficit of £(251,452)). These are unrestricted funds which have not been designated and are not represented by fixed assets.

**c. Principal risks and uncertainties**

- Financial uncertainty around running the three centres in the challenging economic climate including rising prices for goods and services, higher staffing costs from the minimum wage and employer national insurance costs, and the shortfall in statutory funding to meet those costs.
- A poor Ofsted rating that would identify areas for improvement in our children's service delivery.
- Ability to successfully attract, recruit and retain staff at a level to deliver an effective and efficient service whilst fairly rewarding staff and ensuring they have progression opportunities.
- The changing environment around charitable giving, trusts and foundations may see a drop in grants and donations going forward.

To mitigate the above risks and uncertainties:

- We have a policy of negotiating prices with our suppliers when contracts are due for renewal, and continually seek the best value for money to ensure our costs remain as low as possible.
- We have an action plan focused on what a good early years' service looks like to ensure our children are ready for school and reach their potential.
- We remain focused on the need to ensure that salaries remain competitive in the local marketplace and we will update the benchmarking exercise previously carried out as appropriate.
- We continue to negotiate with the commissioners to cover core costs and to explore additional funding streams to secure funding alongside that already sourced by Felton Fundraising and the in-house team.

**d. Principal funding**

The Hamlet has 3 main fundraising sources:

- Norfolk County Council (Personal / Individual budgets, Early Education Grant);
- Norfolk Community Health and Care (Continuing Health Care); and
- Charitable Trusts and Foundations and fundraising.

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**e. End of year results**

The below are the headline results of the charitable Company for the year:

Total incoming resources: **£1,994,923** (2024 - £1,778,153)

Total resources expended: **£1,961,711** (2024 - £1,910,340)

Net surplus for the year: **£33,212** (2024 - *net deficit* £(132,187))

The full results can be found in the Statement of Financial Activities, on page 17.

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**Structure, governance and management**

**a. Constitution**

The charitable Company is constituted under a Memorandum of Association and is a registered charity number 1000653. The organisation was set up as a charity in 1972 under the name of the Norfolk and Norwich Toy Library. It changed its name to The Hamlet Centre Trust in 1984. It became a company limited by guarantee with charitable status on 5 July 1990. Its Memorandum of Association establishes the objects and powers of the Company and the organisation is governed under its Articles of Association. The Memorandum and Articles of Association were revised in 1993.

**b. Methods of appointment or election of Trustees**

The management of the charitable Company is the responsibility of the Trustees, who are elected and coopted under the terms of the Trust deed. The Trustees who served during the year are shown under Legal and Administrative Information on page 1 of the Annual Accounts. The Directors of the charitable Company are the Trustees. Under the requirements of the Memorandum and Articles of Association the three longest standing Trustees, or up to one third of the total number, must resign at each AGM. They are eligible for re-election.

The Hamlet works with children, young people and adults with disabilities and their families. The Trustees seek to ensure that their needs are reflected through the diversity of the Trustee body. To this end, some Trustees come from the families of children, young people or adults with disabilities and their experience assists the aims of the charitable Company. The more traditional business, professional, educational and social care skills are well represented. In the event of skills being lost to the Council because of the retirement of Trustees, new Trustees are sought from a range of sources.

**c. Organisational structure and decision-making policies**

The Board of Trustees have a minimum of six full Board meetings a year as well as holding an annual 'away day'. Policies are reviewed on a rolling basis. Task groups meet to work on different aspects of activity as required.

Staffing structure: The charitable Company currently has 95 staff across the different sites. The day-to-day operation of the charitable Company is delegated to the CEO. The CEO is supported by the Senior Leadership Team. The workforce consists of contracted staff. The teams at the children's and adult's centres are supported by a Head Office team providing HR, finance, administrative, training, fundraising and quality assurance support.

Volunteers: The charitable Company has a long history of engaging volunteers to work with both children and adults. Currently there are 3 engaged on a regular basis in various activities across the organisation. We also benefit from ad hoc support provided by corporate volunteering days.

**d. Policies adopted for the induction and training of Trustees**

There is an induction programme for new Trustees and a handbook is provided. They experience a programme of briefings, visits to services and presentations and complete a suite of mandatory training. There is a secure Trustee SharePoint drive with information for new and established Board members. Information can be accessed about the policies in use, staffing, information such as that available from the Charity Commission and other items that are considered to be of interest to the Trustees. All Board meeting papers are published on the SharePoint drive for Trustees to access and an archive is kept of previous meetings.

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**Structure, governance and management (continued)**

**e. Pay policy for personnel**

The pay and remuneration of The Hamlet's personnel are reviewed by the Senior Management Team and Board of Trustees on an annual basis. Salaries are voted on and approved by the Board along with the annual budget. Ensuring that staff pay and remuneration is fair and in line with the rest of the local sector forms part of the 5-year strategic plan launched in April 2024.

**f. Financial risk management**

The Trustees have assessed the major risks to which the charitable Company is exposed, in particular those related to the operations and finances of the charitable Company and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

**Members' liability**

The Members of the charitable Company guarantee to contribute an amount not exceeding £1 to the assets of the charitable Company in the event of winding up.

**Statement of Trustees' responsibilities**

The Trustees (who are also the Directors of the charitable Company for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

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

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**Disclosure of information to auditors**

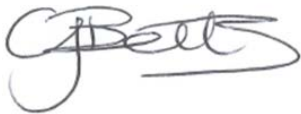
Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable Company's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable Company's auditors are aware of that information.

**Auditors**

The auditors, MA Partners Audit LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the Board of Trustees and signed on their behalf by:



**C Betts**  
Chair of Trustees

Date: 9 July 2025

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST**

---

**Opinion**

We have audited the financial statements of The Hamlet Centre Trust (the 'charitable Company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable Company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST**  
**(CONTINUED)**

---

**Other information**

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

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of our knowledge and understanding of the charitable Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

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

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST**  
**(CONTINUED)**

---

**Responsibilities of Trustees**

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

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

**Auditors' responsibilities for the audit of the financial statements**

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

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

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the Charity.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the Charity and considered that the most significant are the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and the Charities Act 2022.
- We obtained an understanding of how the Charity complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HAMLET CENTRE TRUST**  
**(CONTINUED)**

---

Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' Report.

**Use of our report**

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



**Alice Lynch BSc FCA DChA (Senior Statutory Auditor)**

for and on behalf of

**MA Partners Audit LLP**

Chartered Accountants

Statutory Auditor

7 The Close

Norwich

Norfolk

NR1 4DJ

Date: 10 July 2025

**THE HAMLET CENTRE TRUST**  
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)  
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
<b>Income from:</b>					
Donations, grants and legacies	3	215,041	82,729	297,770	263,964
Charitable activities	4	25,606	1,642,827	1,668,433	1,475,794
Income from fundraising	5	-	3,894	3,894	9,892
Investments	6	-	9,405	9,405	6,131
Other income	7	-	15,421	15,421	22,372
<b>Total income</b>		<b>240,647</b>	<b>1,754,276</b>	<b>1,994,923</b>	<b>1,778,153</b>
<b>Expenditure on:</b>					
Raising funds	8	-	13,035	13,035	13,355
Charitable activities		223,999	1,724,677	1,948,676	1,896,985
<b>Total expenditure</b>		<b>223,999</b>	<b>1,737,712</b>	<b>1,961,711</b>	<b>1,910,340</b>
<b>Net income/(expenditure)</b>		<b>16,648</b>	<b>16,564</b>	<b>33,212</b>	<b>(132,187)</b>
Transfers between funds	17	(40,765)	40,765	-	-
<b>Net movement in funds</b>		<b>(24,117)</b>	<b>57,329</b>	<b>33,212</b>	<b>(132,187)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		874,640	1,233,211	2,107,851	2,240,038
Net movement in funds		(24,117)	57,329	33,212	(132,187)
<b>Total funds carried forward</b>		<b>850,523</b>	<b>1,290,540</b>	<b>2,141,063</b>	<b>2,107,851</b>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 20 to 41 form part of these financial statements.

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 02518973**

**BALANCE SHEET**  
**AS AT 31 MARCH 2025**

	Note	2025 £	2024 £
<b>Fixed assets</b>			
Tangible assets	13	1,742,091	1,789,806
		<u>1,742,091</u>	<u>1,789,806</u>
<b>Current assets</b>			
Debtors	14	190,734	211,658
Cash at bank and in hand		499,445	415,764
		<u>690,179</u>	<u>627,422</u>
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	15	(70,049)	(84,472)
<b>Net current assets</b>		<u>620,130</u>	<u>542,950</u>
<b>Total assets less current liabilities</b>		<u>2,362,221</u>	<u>2,332,756</u>
Creditors: amounts falling due after more than one year	16	(221,158)	(224,905)
<b>Total net assets</b>		<u><u>2,141,063</u></u>	<u><u>2,107,851</u></u>
<b>Charity funds</b>			
Restricted funds	17	850,523	874,640
Unrestricted funds	17	1,290,540	1,233,211
<b>Total funds</b>		<u><u>2,141,063</u></u>	<u><u>2,107,851</u></u>

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

---

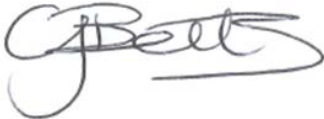
**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 02518973**

---

**BALANCE SHEET (CONTINUED)**  
**AS AT 31 MARCH 2025**

---

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



**C Betts**  
Chair of Trustees

Date: 9 July 2025

The notes on pages 20 to 41 form part of these financial statements.

**THE HAMLET CENTRE TRUST**  
(A Company Limited by Guarantee)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>110,119</b>	<b>(62,033)</b>
<b>Cash flows from investing activities</b>		
Proceeds on disposal of tangible fixed assets	<b>1,826</b>	<b>-</b>
Purchase of tangible fixed assets	<b>(25,577)</b>	<b>(583,234)</b>
<b>Net cash used in investing activities</b>	<b>(23,751)</b>	<b>(583,234)</b>
<b>Cash flows from financing activities</b>		
Cash inflows from new borrowing	<b>-</b>	<b>227,500</b>
Repayments of borrowing	<b>(2,687)</b>	<b>-</b>
<b>Net cash (used in)/provided by financing activities</b>	<b>(2,687)</b>	<b>227,500</b>
<b>Change in cash and cash equivalents in the year</b>	<b>83,681</b>	<b>(417,767)</b>
Cash and cash equivalents at the beginning of the year	<b>415,764</b>	<b>833,531</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>499,445</b>	<b>415,764</b>

The notes on pages 20 to 41 form part of these financial statements

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**1. General information**

The Hamlet Centre Trust ("the charitable Company") is a company limited by guarantee. The charitable Company is both incorporated and domiciled in England and Wales. The address of its registered office is The Hamlet Charity, Johnson Place, Norwich, NR2 1SJ.

The principal accounting policies are summarised below.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charitable Company 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.

The charitable Company's functional and presentational currency is GBP.

The financial statements are rounded to the nearest GBP.

**2.2 Going concern**

The Trustees are satisfied that the charitable Company will have adequate resources to meet its liabilities as they fall due for a period of at least twelve months from the date of approval of the financial statements. The Trustees therefore consider it appropriate to prepare the financial statements on the basis that the charitable Company will continue as a going concern.

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**2. Accounting policies (continued)**

**2.3 Income**

All income is recognised once the charitable Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the charitable Company has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the charitable Company, can be reliably measured.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**2. Accounting policies (continued)**

**2.4 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure on raising funds includes all expenditure incurred by the charitable Company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charitable Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

**2.5 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charitable Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**2.6 Tangible fixed assets and depreciation**

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Where separately identifiable, land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives. Depreciation is charged in full in the year of acquisition and no depreciation is charged in the year of disposal.

Depreciation is provided on the following bases:

Freehold property	- 2.5% straight line
Fittings and equipment	- 10 - 20% straight line
Motor vehicles	- 25% reducing balance
Office equipment	- 20% straight line
Computer equipment	- 25% straight line

**2.7 Debtors**

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

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**2. Accounting policies (continued)**

**2.8 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2.9 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charitable Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

**2.10 Financial instruments**

The charitable Company 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.

**2.11 Pensions**

The charitable Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charitable Company to the fund in respect of the year.

**2.12 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charitable Company and which have not been designated for other purposes.

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

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

Investment income, gains and losses are allocated to the appropriate fund.

**THE HAMLET CENTRE TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**3. Income from donations, grants and legacies**

	<b>Restricted funds 2025 £</b>	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Donations	83,724	72,729	<b>156,453</b>	147,678
Legacies	-	10,000	<b>10,000</b>	-
Grants	131,317	-	<b>131,317</b>	116,286
<b>Total 2025</b>	<u>215,041</u>	<u>82,729</u>	<u><b>297,770</b></u>	<u>263,964</u>
<i>Total 2024</i>	<u>219,411</u>	<u>44,553</u>	<u>263,964</u>	

**4. Income from charitable activities**

	<b>Restricted funds 2025 £</b>	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Personal budgets	-	1,612,210	<b>1,612,210</b>	1,423,532
Service provision	-	30,617	<b>30,617</b>	27,107
Service level agreements	25,606	-	<b>25,606</b>	25,155
<b>Total 2025</b>	<u>25,606</u>	<u>1,642,827</u>	<u><b>1,668,433</b></u>	<u>1,475,794</u>
<i>Total 2024</i>	<u>25,155</u>	<u>1,450,639</u>	<u>1,475,794</u>	

**THE HAMLET CENTRE TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**5. Income from fundraising**

**Income from fundraising events**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Fundraising	3,894	<b>3,894</b>	9,892

**6. Investment income**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Bank interest receivable	9,405	<b>9,405</b>	6,131

**7. Other income**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Training	9,899	<b>9,899</b>	14,988
Hire of facilities	5,522	<b>5,522</b>	7,384
	<b>15,421</b>	<b>15,421</b>	22,372

**THE HAMLET CENTRE TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**8. Expenditure on raising funds**

**Costs of raising voluntary income**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Fundraising consultancy	12,430	<b>12,430</b>	11,785

**Fundraising trading expenses**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Fundraising trading expenses	605	<b>605</b>	1,570

**9. Expenditure on charitable activities**

	<b>Direct costs 2025 £</b>	<b>Support costs 2025 £</b>	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Charitable activities	1,440,393	508,283	<b>1,948,676</b>	1,896,985
<i>Total 2024</i>	<u>1,385,873</u>	<u>511,112</u>	<u>1,896,985</u>	

**THE HAMLET CENTRE TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**9. Expenditure on charitable activities (continued)**

**Analysis of direct costs**

	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Staff costs	<b>1,313,044</b>	1,170,748
Depreciation and impairment	<b>72,416</b>	83,319
Agency staff costs	<b>31,995</b>	108,176
Equipment and materials	<b>22,938</b>	23,630
	<b>1,440,393</b>	1,385,873

**Analysis of support costs**

	<b>Total funds 2025 £</b>	<i>Total funds 2024 £</i>
Staff costs	<b>248,939</b>	198,987
Establishment	<b>125,978</b>	154,569
Administration	<b>84,044</b>	111,474
Legal and professional	<b>19,690</b>	18,819
Bank interest payable	<b>18,562</b>	14,895
Governance	<b>7,500</b>	5,220
Technology	<b>6,523</b>	7,006
Profit on disposal of tangible fixed assets	<b>(950)</b>	-
Movement in bad debts	<b>(2,003)</b>	142
	<b>508,283</b>	511,112

**10. Auditors' remuneration**

The auditors' remuneration amounts to an auditor fee of £7,500 (2024 - £5,220), and payroll services of £9,568 (2024 - £8,624).

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**11. Staff costs**

	<b>2025</b>	<i>2024</i>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>1,432,920</b>	<i>1,255,848</i>
Social security costs	<b>92,887</b>	<i>82,269</i>
Contribution to defined contribution pension schemes	<b>36,176</b>	<i>31,618</i>
	<b>1,561,983</b>	<i>1,369,735</i>

During the year redundancy payments included in expenditure totalled £1,247 (2024: £Nil).

The average number of persons employed by the charitable Company during the year was as follows:

	<b>2025</b>	<i>2024</i>
	<b>No.</b>	<b>No.</b>
Direct charitable activities	<b>83</b>	<i>77</i>
Management and administration	<b>12</b>	<i>11</i>
	<b>95</b>	<i>88</i>

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration for key management personnel for the year totalled £196,162 (2024 - £184,316). As at the year end, key management personnel consisted of 6 employees (2024 - 5 employees).

**12. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 March 2025, no Trustee expenses have been incurred (2024 - £NIL).

**THE HAMLET CENTRE TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**13. Tangible fixed assets**

	Freehold property £	Plant and machinery £	Office equipment £	Computer equipment £	Motor vehicles £	Total £
<b>Cost or valuation</b>						
At 1 April 2024	2,465,621	47,477	112,949	40,178	58,285	2,724,510
Additions	4,286	15,094	6,197	-	-	25,577
Disposals	(1,163)	(4,596)	-	-	(12,000)	(17,759)
Transfers between classes	(4,887)	-	4,887	-	-	-
At 31 March 2025	<u>2,463,857</u>	<u>57,975</u>	<u>124,033</u>	<u>40,178</u>	<u>46,285</u>	<u>2,732,328</u>
<b>Depreciation</b>						
At 1 April 2024	738,977	29,454	89,607	35,134	41,532	934,704
Charge for the year	47,775	5,283	13,489	1,681	4,188	72,416
On disposals	(287)	(4,596)	-	-	(12,000)	(16,883)
Transfers between classes	(1,206)	-	1,206	-	-	-
At 31 March 2025	<u>785,259</u>	<u>30,141</u>	<u>104,302</u>	<u>36,815</u>	<u>33,720</u>	<u>990,237</u>
<b>Net book value</b>						
At 31 March 2025	<u><u>1,678,598</u></u>	<u><u>27,834</u></u>	<u><u>19,731</u></u>	<u><u>3,363</u></u>	<u><u>12,565</u></u>	<u><u>1,742,091</u></u>
At 31 March 2024	<u><u>1,726,644</u></u>	<u><u>18,023</u></u>	<u><u>23,342</u></u>	<u><u>5,044</u></u>	<u><u>16,753</u></u>	<u><u>1,789,806</u></u>

**THE HAMLET CENTRE TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**14. Debtors**

	2025 £	2024 £
<b>Due within one year</b>		
Trade debtors	136,049	148,905
Prepayments and accrued income	54,685	62,641
Other debtors	-	112
	<b>190,734</b>	<b>211,658</b>
	<b>190,734</b>	<b>211,658</b>

**15. Creditors: Amounts falling due within one year**

	2025 £	2024 £
Trade creditors	20,427	36,458
Accruals and deferred income	25,860	27,568
Other taxation and social security	20,107	17,709
Bank loans	3,655	2,595
Other creditors	-	142
	<b>70,049</b>	<b>84,472</b>
	<b>70,049</b>	<b>84,472</b>
	2025 £	2024 £
Deferred income at 1 April 2024	4,690	5,520
Amounts released from previous periods	(4,690)	(5,520)
Resources deferred during the year	6,207	4,690
	<b>6,207</b>	<b>4,690</b>
	<b>6,207</b>	<b>4,690</b>

Deferred income relates to personal budget income, user contributions and educational grant income relating to future periods and room hire for future periods.

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**16. Creditors: Amounts falling due after more than one year**

	<b>2025</b>	<i>2024</i>
	<b>£</b>	<b>£</b>
Bank loans	<b>221,158</b>	<i>224,905</i>

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	<b>2025</b>	<i>2024</i>
	<b>£</b>	<b>£</b>
Payable or repayable by instalments	<b>203,435</b>	<i>205,394</i>
	<b>203,435</b>	<i>205,394</i>

The bank loan is secured against freehold property owned by the charitable Company.

**THE HAMLET CENTRE TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**17. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Contractual obligations	500,000	-	-	(500,000)	-
Buildings	40,000	-	-	(40,000)	-
	<u>540,000</u>	<u>-</u>	<u>-</u>	<u>(540,000)</u>	<u>-</u>
<b>General funds</b>					
Reserves	693,211	1,754,276	(1,737,712)	580,765	1,290,540
<b>Total Unrestricted funds</b>	<u>1,233,211</u>	<u>1,754,276</u>	<u>(1,737,712)</u>	<u>40,765</u>	<u>1,290,540</u>

**THE HAMLET CENTRE TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**17. Statement of funds (continued)**

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
<b>Restricted funds</b>					
Conversion (Johnson Place)	668,449	-	(23,489)	-	644,960
Sensory room (Johnson Place)	145,727	-	(7,367)	-	138,360
Minibus fundraiser	16,152	-	(4,038)	-	12,114
Candour	1,528	-	(1,528)	-	-
NCF Norman Lamb	1,861	-	(1,861)	-	-
Children's services equipment	-	8,500	(316)	(5,048)	3,136
Externally funded salaries - Children's Services	1,563	65,483	(49,084)	-	17,962
Other restricted funds	344	1,351	(1,371)	(75)	249
Educational grant	-	107,834	(107,834)	-	-
Adult Service Equipment and Refurbishment	28,585	11,583	(1,015)	(26,831)	12,322
Norfolk & Waveney ICSs	-	25,606	(25,606)	-	-
Sliding Wall	7,531	1,290	(10)	(8,811)	-
Ability Whirl	2,900	11,500	-	-	14,400
Make, Play, Connect	-	4,500	-	-	4,500
Fun, Feelings, Firsts	-	3,000	(480)	-	2,520
	<u>874,640</u>	<u>240,647</u>	<u>(223,999)</u>	<u>(40,765)</u>	<u>850,523</u>
<b>Total of funds</b>	<u><u>2,107,851</u></u>	<u><u>1,994,923</u></u>	<u><u>(1,961,711)</u></u>	<u><u>-</u></u>	<u><u>2,141,063</u></u>

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**17. Statement of funds (continued)**

**Designated funds**

**Contractual obligations** - these funds were to carry out contractual obligations to staff and other parties in the event of the charity ceasing to be able to continue as a viable organisation. The value of the buildings the charity owns greatly outweighs the amount of borrowings and therefore the sale of these would cover any such payments in the event of The Hamlet ceasing to operate.

**Buildings** - this fund was held for emergencies related to the buildings. The Hamlet maintains its buildings to a high standard. Should an emergency arise the charity would look to claim on the insurance where possible, and so has released this balance to general funds.

**Restricted funds**

**Conversion (Johnson Place)** - this is funding received to go towards capital building costs for the Children's Services development. The resources expended in the year represent the depreciation charge on assets purchased and capitalised from the funds received.

**Sensory Room (Johnson Place)** - this represents funding received toward the cost of adaptations and sensory equipment at the Children's Service at Johnson Place. The resources expended in the year represent the depreciation charge on assets purchased and capitalised from the funds received.

**Minibus fundraiser** - this is monies raised for a new minibus for the Adult Service. The resources expended in the year represent the depreciation charge on the minibus purchased and capitalised from the funds received.

**Candour** - this fund has been used to replace and improve the lighting at the Children's Centre in Johnson Place as part of the charity's Green Plan, and also to replace some specialist equipment.

**NCF Norman Lamb** - this fund is being used to train staff in Portage and allow them to deliver Portage sessions to families.

**Externally funded salaries - Children's Services** - we have received funding towards specialist salaries in the Children's Service.

**Educational grant** - this grant from Norfolk County Council for Early Education is for the provision of early years education for 3 and 4 year olds, disadvantaged 2 year olds and children with special educational needs.

**Adult Service Equipment and Refurbishment** - this represents monies received for the refurbishment of the new Adult Service premises at Marion Road, and the purchase and installation of disability equipment in both the Adult Centres.

**Norfolk & Waveney ICSs** - provides funding towards the cost of the Senior Manager at the Children's Services.

**Sliding Wall** - this fund has been used to replace the sliding wall in the sensory room at Johnson Place.

**Ability Whirl** - this fund will be used to replace the inclusive roundabout at the Children's Services centre.

**Children's Service Equipment** - this fund is for replacing the fire alarm system and to purchase specialist educational equipment at the Children's Centre.

---

**THE HAMLET CENTRE TRUST**  
**(A Company Limited by Guarantee)**

---

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

---

**17. Statement of funds (continued)**

**Make, Play, Connect** - the Make, Play, Connect project aims to create a multi-sensory installation that contains artwork and a soundscape created by the adult service users of The Hamlet Charity.

**Fun, Feelings, Firsts** - the Fun, Feelings, Firsts project aims to deliver activities to the Hamlet Charity Children's Service users by removing the barrier of the inaccessible physical environment. It will fund activities delivered to the children within the Children's Centre.

**Other restricted funds** - these funds are for fittings and equipment for both services.

Transfers have been made to unrestricted funds where the restrictions on funds have been fully satisfied.

**THE HAMLET CENTRE TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**17. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 April 2023</i> £	<i>Income</i> £	<i>Expenditure</i> £	<i>Transfers in/out</i> £	<i>Balance at 31 March 2024</i> £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Contractual obligations	315,000	-	-	185,000	500,000
New Building	300,000	-	-	(300,000)	-
The Square	50,000	-	-	(50,000)	-
Buildings	40,000	-	-	-	40,000
	<u>705,000</u>	<u>-</u>	<u>-</u>	<u>(165,000)</u>	<u>540,000</u>
<b>General funds</b>					
General Funds	630,727	1,533,587	(1,646,138)	175,035	693,211
<b>Total Unrestricted funds</b>	<u>1,335,727</u>	<u>1,533,587</u>	<u>(1,646,138)</u>	<u>10,035</u>	<u>1,233,211</u>

**THE HAMLET CENTRE TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**17. Statement of funds (continued)**

	<i>Balance at 1 April 2023</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers in/out</i>	<i>Balance at 31 March 2024</i>
	£	£	£	£	£
<b>Restricted funds</b>					
Conversion (Johnson Place)	691,941	-	(23,492)	-	668,449
Sensory room (Johnson Place)	152,875	-	(7,148)	-	145,727
Minibus fundraiser	21,536	-	(5,384)	-	16,152
Candour	10,000	-	(8,472)	-	1,528
HCSS (formerly Hamlet at Home)	8,079	3,000	(11,079)	-	-
NCF Norman Lamb	8,000	-	(6,139)	-	1,861
Nurture Group	7,728	-	(7,041)	(687)	-
NCF Children's Wellbeing	1,361	-	(740)	(621)	-
Reach Fund	742	-	-	(742)	-
Together Group	575	-	(569)	(6)	-
Externally funded salaries - Children's Services	474	62,525	(61,436)	-	1,563
Other restricted funds	1,000	2,798	(2,963)	(491)	344
Educational grant	-	94,284	(94,284)	-	-
Adult Service Equipment and Refurbishment	-	40,673	(6,577)	(5,511)	28,585
Norfolk & Waveney ICSs	-	25,155	(25,155)	-	-
Sliding Wall	-	7,531	-	-	7,531
IT Fund	-	4,700	(2,723)	(1,977)	-
Ability Whirl	-	2,900	-	-	2,900
Preachers Charity Fund	-	1,000	(1,000)	-	-
	<u>904,311</u>	<u>244,566</u>	<u>(264,202)</u>	<u>(10,035)</u>	<u>874,640</u>
<b>Total of funds</b>	<u><u>2,240,038</u></u>	<u><u>1,778,153</u></u>	<u><u>(1,910,340)</u></u>	<u><u>-</u></u>	<u><u>2,107,851</u></u>

**THE HAMLET CENTRE TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**18. Summary of funds**

**Summary of funds - current year**

	<b>Balance at 1 April 2024 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Transfers in/out £</b>	<b>Balance at 31 March 2025 £</b>
Designated funds	540,000	-	-	(540,000)	-
General funds	693,211	1,754,276	(1,737,712)	580,765	1,290,540
Restricted funds	874,640	240,647	(223,999)	(40,765)	850,523
	<u>2,107,851</u>	<u>1,994,923</u>	<u>(1,961,711)</u>	<u>-</u>	<u>2,141,063</u>

**Summary of funds - prior year**

	<i>Balance at 1 April 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2024 £</i>
Designated funds	705,000	-	-	(165,000)	540,000
General funds	630,727	1,533,587	(1,646,138)	175,035	693,211
Restricted funds	904,311	244,566	(264,202)	(10,035)	874,640
	<u>2,240,038</u>	<u>1,778,153</u>	<u>(1,910,340)</u>	<u>-</u>	<u>2,107,851</u>

**THE HAMLET CENTRE TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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

**Analysis of net assets between funds - current year**

	<b>Restricted funds 2025 £</b>	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>
Tangible fixed assets	794,757	947,334	<b>1,742,091</b>
Current assets	58,724	631,455	<b>690,179</b>
Creditors due within one year	(2,958)	(67,091)	<b>(70,049)</b>
Creditors due in more than one year	-	(221,158)	<b>(221,158)</b>
<b>Total</b>	<b>850,523</b>	<b>1,290,540</b>	<b>2,141,063</b>

**Analysis of net assets between funds - prior year**

	<i>Restricted funds 2024 £</i>	<i>Unrestricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Tangible fixed assets	845,143	944,663	1,789,806
Current assets	33,136	594,286	627,422
Creditors due within one year	(3,639)	(80,833)	(84,472)
Creditors due in more than one year	-	(224,905)	(224,905)
<b>Total</b>	<b>874,640</b>	<b>1,233,211</b>	<b>2,107,851</b>

**THE HAMLET CENTRE TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**20. Reconciliation of net movement in funds to net cash flow from operating activities**

	2025 £	2024 £
Net income/(expenditure) for the year (as per Statement of Financial Activities)	<b>33,212</b>	<i>(132,187)</i>
<b>Adjustments for:</b>		
Depreciation and impairment charges	<b>72,416</b>	83,319
Loss/(profit) on the sale of fixed assets	<b>(950)</b>	-
Decrease/(increase) in debtors	<b>20,924</b>	<i>(16,991)</i>
Increase/(decrease) in creditors	<b>(15,483)</b>	3,826
<b>Net cash provided by/(used in) operating activities</b>	<b>110,119</b>	<i>(62,033)</i>

**21. Analysis of cash and cash equivalents**

	2025 £	2024 £
Cash in hand	<b>499,445</b>	<i>415,764</i>

**22. Analysis of changes in net debt**

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	<b>415,764</b>	<b>83,681</b>	<b>499,445</b>
Debt due within 1 year	<b>(2,595)</b>	<b>(1,060)</b>	<b>(3,655)</b>
Debt due after 1 year	<b>(224,905)</b>	<b>3,747</b>	<b>(221,158)</b>
	<b>188,264</b>	<b>86,368</b>	<b>274,632</b>

**THE HAMLET CENTRE TRUST**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

**23. Capital commitments**

	2025 £	2024 £
<b>Contracted for but not provided in these financial statements</b>		
Acquisition of tangible fixed assets	<b>11,800</b>	-
	<u>11,800</u>	<u>-</u>

**24. Pension commitments**

The charitable Company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the charitable Company in an independently administered fund. The pensions cost charge represents contributions payable by the charitable Company to the fund and amounted to **£36,176** (2024 - £31,618).

**25. Operating lease commitments**

At 31 March 2025 the charitable Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025 £	2024 £
Not later than 1 year	<b>2,648</b>	3,198
Later than 1 year and not later than 5 years	<b>6,686</b>	9,334
Later than 5 years	-	-
	<u><b>9,334</b></u>	<u>12,532</u>

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

	2025 £	2024 £
Operating lease rentals	<b>3,198</b>	9,642
	<u>3,198</u>	<u>9,642</u>

**26. Related party transactions**

During the year the charitable Company received donations without conditions totalling £440 from one Trustee and one related party (2024: £1,500 from one related party). Income was also received for unrestricted fundraising income totalling £75 from three Trustees (2024: £Nil).