

CHARITY REGISTRATION NUMBER: 303986

The Horstead Centre
Unaudited financial statements
31 December 2020

The Horstead Centre

Financial statements

Year ended 31 December 2020

	Page
Trustees' annual report	1
Independent examiner's report to the trustees	7
Statement of financial activities	8
Balance sheet	9
Notes to the financial statements	10

The Horstead Centre

Trustees' annual report

Year ended 31 December 2020

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

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

Reference and administrative details

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

The trustees

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

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

Custodian trustee Norwich Diocesan Board of Finance Limited

Centre manager William Mills

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

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

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2020

Objectives and activities

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

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

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

Achievements and performance

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

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

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

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

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

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

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2020

Achievements and performance *(continued)*

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

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

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

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

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

Financial review

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

Reserves Policy

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

It is the policy of the Trustees to:

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

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

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

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

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2020

Financial review *(continued)*

Principal Funding Sources

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

Investment Policy

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

Plans for future periods

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

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

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

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

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

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

Structure, governance and management

Governing document

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

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2020

Structure, governance and management *(continued)*

Recruitment and appointment of Trustees

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

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

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

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

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

Trustee Induction and Training

All Trustees are provided with copies of:

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

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

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

Risk Management

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

Organisational structure

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

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

The Horstead Centre

Trustees' annual report *(continued)*

Year ended 31 December 2020

Structure, governance and management *(continued)*

Public Benefit

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

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

Connected Charity

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

True and fair override

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Independent examiner

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

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

Mr C Lawrence
Chairman

The Horstead Centre

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

Year ended 31 December 2020

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

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

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

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

M Proctor FCA DChA
Independent Examiner

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

27 September 2021

The Horstead Centre

Statement of financial activities

Year ended 31 December 2020

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

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

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

The Horstead Centre

Balance sheet

31 December 2020

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

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

Mr C Lawrence (Chairman)
Trustee

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

The Horstead Centre

Notes to the financial statements

Year ended 31 December 2020

1. General information

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

2. Statement of compliance

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

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

3. Accounting policies

(a) Basis of preparation

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

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

(b) Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern. The trustees have considered the impact of COVID-19 on the charity in making this assessment.

(c) Fund accounting

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

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

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

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2020

3. Accounting policies *(continued)*

(d) Income

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

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

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

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

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

(e) Expenditure

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

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

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

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

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

(f) Operating leases

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

(g) Tangible assets

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

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2020

3. Accounting policies *(continued)*

(h) Depreciation

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

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

(i) Stocks

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

(j) Financial instruments

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

(k) Defined contribution plans

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

(l) Debtors and creditors receivable / payable within one year

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

(m) Cash at bank

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

4. Donations and legacies

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

The Horstead Centre

Notes to the financial statements (continued)

Year ended 31 December 2020

5. Charitable activities

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

6. Other trading activities

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

7. Investment income

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

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

8. Other income

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

9. Costs of other trading activities

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

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2020

10. Expenditure on charitable activities by fund type

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

The Horstead Centre

Notes to the financial statements (continued)

Year ended 31 December 2020

11. Analysis of governance costs

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

12. Net expenditure

Net expenditure is stated after charging/(crediting):

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

13. Independent examination fees

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

14. Staff costs

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

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

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

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

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

15. Trustee remuneration and expenses

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

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2020

16. Tangible fixed assets

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

17. Stocks

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

18. Debtors

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

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2020

19. Creditors: Amounts falling due within one year

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

Deferred income

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

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

20. Pensions and other post retirement benefits

Defined contribution plans

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

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2020

21. Analysis of charitable funds

Unrestricted funds

Year ended 31 December 2020

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

Year ended 31 December 2019

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

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

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

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

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

Restricted funds

Year ended 31 December 2020

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

The Horstead Centre

Notes to the financial statements (continued)

Year ended 31 December 2020

Analysis of charitable funds (continued)

Year ended 31 December 2019

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

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

The restricted Equipment Reserve represents external funding towards various projects.

22. Analysis of net assets between funds

Year ended 31 December 2020

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

Year ended 31 December 2019

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

The Horstead Centre

Notes to the financial statements *(continued)*

Year ended 31 December 2020

23. Operating lease commitments

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

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

The annual rent is subject to review every five years.

24. Related parties

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