

Stubbers Adventure Centre

Charity No. 1080941

Company No. 03193408

Trustees' Report and Audited Accounts

31 December 2018

Stubbers Adventure Centre
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Stubbers Adventure Centre
TRUSTEES ANNUAL REPORT

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the audited financial statements of the charity for the year ended 31 December 2018.

REFERENCE AND ADMINISTRATIVE DETAILS

Stubbers Adventure Centre was formed in 1996 and is a company limited by guarantee. It is also a registered Charity.

Company No. 03193408

Charity No. 1080941

Principal Office

Stubbers Adventure Centre
Ockendon Road
Upminster
Essex
RM14 2TY

Registered Office

169 New London Road
Chelmsford
Essex
CM2 0AE

Directors and Trustees

The Directors of the charitable company are its Trustees for the purposes of charity law.
The following Directors and Trustees served during the year:

J.P. Douglas-Hughes
M.J. Dyer
M.D. Solder
D. Springett

Key Management Personnel

Centre Manager R. T. Edwards

Auditor

Ashings Limited
Statutory Auditor, Chartered Accountants
Northside House
Mount Pleasant
Barnet
EN4 9EB

Stubbers Adventure Centre
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Bankers

NatWest Bank plc
18 Station Road
Upminster
Essex
RM14 2UD

Lloyds Bank/TSB Bank Plc
88/89 High Street
Chelmsford
Essex
CM1 1DX

Solicitors

Gepps Solicitors
58 New London Road
Chelmsford
Essex
CM2 0PA

OBJECTIVES AND ACTIVITIES

The primary object of the charity is to develop by education, example and the provision of a disciplined environment the physical, mental and spiritual capacities of children and young people to enable them to grow to full maturity as individuals and become respectable and responsible members of the community.

Adventurous activities are used as a means to encourage young people to discover their potential and to begin to take responsibility for the well-being of both other people and themselves.

ACHIEVEMENTS AND PERFORMANCE

Booked Visitors: In 2018 we provided for 49,474 day visitors. Of these 952 fall within the category of children with behaviour or engagement issues and 2,346 children with learning and/or physical disabilities. There were 21,059 overnight stays in tent villages and the residential centre.

Category	Participants
Schools and Groups days	33,454
Weekend Youth Festivals	1,371
Family Days	692
Individual and small groups sessions	4,087
Holiday Activity Camps days	6,499
Birthday Parties session	3,371
Total	49,474

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Associated Activities:

In addition to the above we host events, clubs and welcome “explorer” visitors (non-paying visitors enjoying self-led activities such as; walking, play park, coffee shop, bird watching etc) with attendance estimates as follows:

Weekend Sailing Club Members	70
Weekday young person’s canoe club members	50
Cross country and orienteering events, runners	1,200
Boot Camp twice weekly members	20
Open water swimming (Saturdays)	60
Water plane Club members	15
Walking for Health and Havering Nordic Walkers monthly	70
“Explorers” annual estimates	4,800
Walled Garden events	1,100

EBGC:

The centre continues to work in cooperation with the Essex Boys’ and Girls’ Clubs. Collaborations this year included a 421 person Multi Activity Weekend Camp, the ongoing and successful RESPECT project (a 10 week programme that provides and opportunity for young people to build their confidence, engage socially and develop leadership skills) two multi activity taster days and a national cross country event. All member clubs of the EBGC receive a 20% discount on bookings with the centre.

ACTIVITIES DEVELOPMENT

Stubbers provides a year round facility for outdoor adventure and personal development programmes. The centre provides accommodation and activity programme support for groups of young people who are accompanied and led by their own leaders / teachers.

The provision of accommodation both in tents and in the residential building enables youth organisations and support groups to carry out their own residential training programmes.

A typical day will have four 90 minute activity sessions. Participants have a choice of twenty-six different activities covering land based and water based activities. All activities are delivered by instructors trained to a minimum of the industry standard instructing qualification for each activity. The centre has recognition from the Royal Yachting Association (RYA), the British Canoe Union (BCU) and holds the AALS license. Recent recognition has been achieved through the “Adventure Mark”, “Learning Outside the Classroom” and the Duke of Edinburgh (DofE) Award Expedition assessor accreditations.

Stubbers aims to develop young leaders and outdoor activity instructors from the young clients that enjoy the centre. Work Experience and The Young Leader Scheme (previously volunteers) has been established for some years and the Work Related Learning Scheme provides day release for teenagers not engaging at school.

BUILDING DEVELOPMENT

The walled garden “potting shed” was converted into toilets for the use of walled garden events. There will be an associated saving in expenditure on hire- in toilets for these events. The focus in 2018 has been on refurbishment and improvements to the residential building Maple Lodge. This was successfully completed with a complete redecoration and installation of triple bunks to increase capacity. Leader rooms have had ensuite showers installed. Toilets and corridors will be refurbished in 2019.

THE BURSARY FUND

The Bursary Fund is built from the response to appeals for funds and exists to assist groups and individuals unable to afford the full cost of a visit due to financial disadvantage. The fund also allows for the provision of specific equipment and additional staff required to support programmes with special needs or young people with behavioural issues. In 2018 the fund was boosted by an additional £ 12,295. £ 14,866 directly subsidised individuals and group visits to the centre in 2018. The Essex Youth Trust provided £ 45,000 towards Summer Activity programmes of which £ 44,899 was allocated to financial support of groups taking part in Summer 2018 Holiday Activity Programmes.

STAFFING LEVELS

Management	5	Centre Manager, Head of Activities, Head of Centre, Head of Operations, Corporate Manager
Administration	6	Finance, programming, Customer Services and sales
Fund Raiser	1	Part time post
Maintenance	2	Maintenance Manager and head Cleaner
Full Time Instructors	9	January to December
Part time Instructors	61	April to September
Funded Posts	0	January to December
Volunteers (adults)	12	Grounds Maintenance x 1, Conservation Team Leader + 10 volunteers

FINANCIAL REVIEW

The financial statements to 31 December 2018 show a deficit of £113,361 compared to a deficit of £15,661 last year and £24,441 per the budget. An additional cost burden this year was the rent at £ 75,000 and professional fees associated with the lease negotiations amounting to £ 22,413. The accounts demonstrate that controls on expenditure have been effective (actual expenditure is £ 26,000 under budget) and that the predominant contributor to the shortfall on the P/L is the variance on budgeted activity revenue - £ 155,593 (the greatest contributing single item being on General Activities). Forward planning for 2019 is to achieve at least break even by increasing prices by 5%.

For a part of the year there is a reliance on advance payments to maintain cash flow. The financial objectives for 2019 are to achieve a general fund of £ 200,000 at year end. This will be achieved, in addition to price rises , working for a further 5% increase in activity revenue through investment on marketing and in accommodation revenue changing the Tent Village layout to optimise the use of beds.

INVESTMENT POLICY

The Centre has not, to date, held sufficient funds to warrant investment.

NON DISCLOSURES OF GRANTS

All monetary grants are accounted for at the time of receipt. It is the policy of the trustees not to divulge sources of funds unless requested by the donor to do so, unless the identification of the donor was of material interest to the members, but then not without the specific consent of the donor.

BURSARY GRANT MAKING POLICY

Bursary Grants may be awarded by the trustees and within the criteria described above at the discretion of the Centre Manager. Beneficiaries are required to apply in writing and a record is kept of the application and the centre's response. Bursaries will normally be made for no more than 50% of the total cost of the visit. Allocation of Grants is subject to scrutiny by the management accountant with each bursary award reconciled with an appropriate booking / invoice.

PLANS FOR THE FUTURE

The Trustees are committed to the long term development of the centre. The lease on the centre expired March 2017. Negotiations continued in 2018 with the London Borough of Havering for freehold or for an extended lease on favourable terms.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The charity is managed by the Centre Manager who reports formally to the trustees quarterly. There is day to day contact between one or more of the trustees and the Centre Manager.

Objectives and budget for the year are set annually by the trustees. The Centre Manager will make executive decisions throughout the year based on those objectives. Any change to the plan or expenditure outside of the budget is referred back to the trustees.

The organisation is governed by its Memorandum and Articles of Association.

The number of Trustees should not be less than three but is not subject to any maximum. There are three Trustees representing Youth Work, the Essex Boys' and Girls' Clubs and the local community. The London Borough of Havering may nominate one Trustee but has not as yet chosen to do so.

Each of the serving Trustees has at least 20 years experience of youth orientated charities and as trustees/executives of other trusts and organisations. Trustees are kept up to date on developments and policies relating to the Centre through briefings by the Centre Manager, the Director of the Essex Boys' and Girl's Clubs and by legal advice from Gepps Solicitors.

STUBBERS TRAINING LIMITED

Stubbers Training Limited (registered company number 3755730) exists to raise funds for Stubbers Adventure Centre through the delivery of adult training programmes and other non-charitable activities.

In 2018 Stubbers Training Limited donated £ 79,050 to Stubbers Adventure Centre

RELATIONSHIP WITH THE ESSEX BOYS' AND GIRLS' CLUBS

Stubbers Adventure Centre shares common aims with the Essex Boys' and Girls' Clubs (EBGC). EBGC has provided financial support to Stubbers by way of loans and donations. No financial support has been given by EBGC over this accounting period.

RISK ASSESSMENT AND MONITORING

Risks related to effective and efficient management of the Centre's resources, both human and financial, are monitored by an elected Committee who meet on a regular basis. The principal risks recognised by the Centre are categorised as:

Governance and Management – To ensure that the Centre's objectives remain broadly based, and that continuity of service from the employees is maintained, the following policies are applied:

Direction and forward planning – The centre has a three year forward looking plan and a set of objectives and targets for each year.

Key Personnel – The Directors regularly review performance, appropriateness and succession.

Reporting to Directors – The Centre Manager reports to the Directors quarterly and other employees of the centre may meet a Director at any time by request through the Centre Manager.

Operational risk – The Centre needs to remain capable of fulfilling its objectives at standards that satisfy the demands made of it. It ensures this in each aspect of its operations as follows:

Members services – Constant feedback is sought from users of the centre and partner agencies. All projects are monitored and evaluated.

Quality control – The use of trained, qualified personnel and de-briefing procedures ensures quality maintenance of activities. Complaints procedures are in place to identify deficiencies.

Project and service development – Specific project planning and funding requirements are identified at an early stage and developments instigated once in place, ensuring effective delivery.

Fundraising – A specialist fund-raiser is employed to ensure adequate revenue is sourced from a variety of benefactors, minimising dependency on any one source.

Employment issues – A formal recruitment process exists ensuring equal opportunity to appropriate candidates. References are obtained and all relevant checks made. Grievance procedures exist. Clear channels of communication for reporting are formally established. The company outsources an HR consultancy service.

Health & safety - Compliance with statutory regulation is kept under continual review. In regard to the delivery of adventurous activities the management ensures compliance with best practice for each activity including where appropriate registration with National Governing Bodies and with the Adventurous Activities Licensing Service (AALS). Standards are maintained by monitoring of staff performance and recording of accidents, near misses and incidents. These written records are discussed at the weekly management meeting.

Disaster recovery planning – All critical computerised data is adequately replicated and in a separate buildings on site. Plans are in place to implement essential procedures during any period of disruption and to rebuild normal operational capacity.

Critical Incident – The Company has a critical incident policy including the retention of an emergency response service company that provides assistance with incident control including media handling.

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Financial Risk – Regular review of financial resources and controls minimises potential threats posed by unexpected economic factors. The mechanisms in place include:

Budgetary control and reporting - The Centre Manager prepares annual budgets forecasting monthly cash flows on an annual basis in accordance with development plans. These form comparatives against actual reports delivered to the Directors four times annually. Annual accounts are prepared in accordance with appropriate accounting requirements, which are audited, approved by the Directors and distributed to members together with a written review.

Cash flow sensitivity analysis – Cash flow performance is continually monitored to ensure adequate funding of activities at all times, and that cash resources are efficiently managed. The Centre has no borrowing powers.

The principal risk to the Centre lies in the reliability of bookings. Bookings are tracked and regulated to ensure that in any one month the centre is not put at risk by one single booking or client.

Dependency checks on income sources – The Centre is not dependent on fundraising for the running costs of the centre. The Centre has, and continually seeks to enlarge, a substantial portfolio of benefactors and supporters who would be able to assist with new projects, equipment, building and the funding of additional posts that support the charitable aims of the Centre. A Fund Raising Executive is employed to raise funds for such purposes.

Insurance – Indemnity and liability insurance appropriate to the Centres activities continues to be obtainable. The current insurer is the Activities Industry Mutual, a specialist in adventure activity delivery. The consequences of potential excessive claims is minimised by effective awareness and prevention training.

Pension commitments - The Centre has Work Place Pensions scheme in place

Environmental / External Factors – Maintenance of the Centre's good reputation is a principle factor in its ability to continue to deliver its objectives. The areas most considered posing a risk, and the measures taken to safeguard the Centre in this regard are:

Public perception – Every opportunity is therefore taken to publicise events and achievements and to provide information and advice on the use of adventurous activities in the personal development of young people. Staff are trained and reviewed in client processing and a system is in place for client feedback.

Government policy – The Centre takes measures to ensure that it is up to date on all new Government policies regarding adventurous activities and the safety of young people.

Policies of Government Agencies and Local Government relating to the provision of adventurous activities and the care of young people greatly influences the Centre's strategic planning and development. The Centre remains aware of potential change and opportunity by regular consultation with local agencies and subscription to nationally recognised organisations, associations and governing bodies.

Law and Regulation – The nature of the Centre's work exposes it to sensitive areas where regulation is continuing to evolve. Its operations with young people and their supervisors strive to be open, transparent, and demand awareness of, and responsiveness to safeguard against risks of malpractice. In addition the Centre is required to adhere to all the usual business related legislation encountered in the capacity of its charitable status and as an employer. These risks are mitigated by ensuring that:

Compliance at all levels is fundamentally trained into all staff.

Particular attention is paid to compliance and codes of good practice and conduct, whether or not statutorily enforceable, relevant to contact with young people.

Statement of trustees' responsibilities in relation to the financial statements

The Trustees are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires the trustees to prepare financial statements for which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, for the charitable company for that period. In preparing these financial statements, the trustees are required to:

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of disclosure of information to auditor

So far as the trustees are aware, there is no relevant audit information of which the company's auditors are unaware and each trustee has taken all the steps that he or she ought to have taken as a trustee in order to make himself or herself aware of any relevant information and to establish that the company's auditors are aware of that information.

The above report has been prepared in accordance with the provisions applicable to companies subject to the small companies regime as set out in Part 15 of the Companies Act 2006 and in accordance with the Charities SORP (FRS 102).

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Public Benefit

The trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

The Report of the Trustees was approved by the trustees on.....20/9/19.....

Signed on behalf of the board

A handwritten signature in black ink, appearing to read 'J.P. Douglas-Hughes', written over a horizontal line.

J.P. Douglas-Hughes
Trustee

Independent Auditor's Report to the Members of Stubbers Adventure Centre

Opinion

We have audited the accounts of Stubbers Adventure Centre (the 'charitable company') for the year ended 31 December 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the Notes to the Accounts, 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 FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members as a body, in accordance the Companies Act 2006. Our audit work has been undertaken so that we might state those matters that we are required to state 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 company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the accounts:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2018 and of its deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the accounts 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 accounts in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out below, 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the accounts is not appropriate; or
- the trustees have not disclosed in the accounts any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the accounts are authorised for issue.

Other information

The other information comprises the information included in the trustees' report and accounts, other than the accounts and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the accounts 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.

In connection with our audit of the accounts, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in 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 there is a material misstatement in the accounts or a material misstatement of the other information. 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 upon the work undertaken in the course of the audit:

the trustees' report has been prepared in accordance with applicable legal requirements; the information given in the trustees' report for the financial year for which the accounts are prepared is consistent with the accounts; and

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
the accounts 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 accounts 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.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement found in the trustees' report, the trustees are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the accounts

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

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.



Darryl Ashing FCA (Senior Statutory Auditor)

For and on behalf of:

Ashings Limited

Statutory Auditor, Chartered Accountants

Northside House

Mount Pleasant

Barnet

EN4 9EB

20/9/19

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

for the year ended 31 December 2018

		Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Notes					
Income and endowments from:					
Donations and legacies	4	160,919	54,884	215,803	209,397
Charitable activities	5	1,891,463	-	1,891,463	1,872,008
Investments	6	217	-	217	90
Other	7	31,129	-	31,129	25,890
Total		2,083,728	54,884	2,138,612	2,107,385
Expenditure on:					
Raising funds	8	99,693	-	99,693	98,598
Charitable activities	9	1,995,998	83,844	2,079,842	1,947,820
Other	12	72,438	-	72,438	76,628
Total		2,168,129	83,844	2,251,973	2,123,046
Net expenditure	13	(84,401)	(28,960)	(113,361)	(15,661)
Net expenditure before other gains/(losses)		(84,401)	(28,960)	(113,361)	(15,661)
Transfers of funds:					
Transfer		(1,776)	1,776	-	-
Net movement in funds		(86,177)	(27,184)	(113,361)	(15,661)
Reconciliation of funds:					
Total funds brought forward		294,418	130,285	424,703	440,364
Total funds carried forward		208,241	103,101	311,342	424,703

Stubbers Adventure Centre**BALANCE SHEET**

at 31 December 2018

Company No. 03193408	Notes	2018 £	2017 £
Fixed assets			
Tangible assets	15	330,496	377,547
Current assets			
Stocks	17	1,600	1,640
Debtors	18	90,333	19,490
Cash at bank and in hand		380,328	444,235
		472,261	465,365
Creditors: Amount falling due within one year	19	(416,415)	(343,209)
Net current assets		55,846	122,156
Total assets less current liabilities		386,342	499,703
Creditors: Amounts falling due after more than one year	20	(75,000)	(75,000)
Net assets excluding pension asset or liability		311,342	424,703
Total net assets		311,342	424,703
The funds of the charity			
Restricted funds	21		
Restricted income funds		103,101	130,285
Unrestricted funds	21		
General funds		208,241	294,418
Total funds		311,342	424,703

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by the board on 2019/19
And signed on its behalf by:

J.P. Douglas-Hughes
Trustee

Stubbers Adventure Centre
STATEMENT OF CASH FLOWS
for the year ended 31 December 2018

	2018	2017
	£	£
Cash flows from operating activities		
Net expenditure per Statement of Financial Activities	(113,361)	(15,661)
Adjustments for:		
Depreciation of property, plant and equipment	139,721	158,342
Profit on disposal of tangible fixed assets	-	(1,860)
Dividends, interest and rents from investments	(31,346)	(90)
Decrease/(Increase) in stocks	40	(1,000)
Increase in trade and other receivables	(70,843)	(1,199)
Increase in trade and other payables	73,206	31,063
Net cash (used in)/provided by operating activities	<u>(2,583)</u>	<u>169,595</u>
Cash flows from investing activities		
Proceeds from sales of property, plant and equipment	-	1,860
Purchases of property, plant and equipment	(92,670)	(117,406)
Dividends, interest and rents from investments	31,346	90
Net cash used in investing activities	<u>(61,324)</u>	<u>(115,456)</u>
Net (decrease)/increase in cash and cash equivalents	(63,907)	54,139
Cash and cash equivalents at the beginning of the year	444,235	390,096
Cash and cash equivalents at the end of the year	<u>380,328</u>	<u>444,235</u>
Components of cash and cash equivalents		
Cash and bank balances	380,328	444,235
	<u>380,328</u>	<u>444,235</u>

for the year ended 31 December 2018

1 Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - Charities SORP (FRS 102) (effective 1 January 2015) - the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements are prepared in sterling which is the functional currency of the charity.

The level of rounding is to the nearest pound.

Change in basis of accounting or to previous accounts

There has been no change to the accounting policies (valuation rules and method of accounting) since last year and no changes have been made to accounts for previous years.

Judgements in applying accounting policies and key sources of estimation uncertainty

In the application of the charity's accounting policies, the Directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Fund accounting

Unrestricted funds These are available for use at the discretion of the trustees in furtherance of the general objects of the charity.

Designated funds These are unrestricted funds earmarked by the trustees for particular purposes.

Restricted funds These are available for use subject to restrictions imposed by the donor or through the terms of an appeal.

Income

Recognition of income Income is included in the Statement of Financial Activities (SoFA) when the charity becomes entitled to, and virtually certain to receive, the income and the amount of the income can be measured with sufficient reliability.

Income with related expenditure Where income has related expenditure the income and related expenditure is reported gross in the SoFA.

Donations and legacies Voluntary income received by way of grants, donations and gifts is included in the the SoFA when receivable and only when the Charity has unconditional entitlement to the income.

Investment income This is included in the accounts when receivable.

NOTES TO THE ACCOUNTS

Expenditure

Recognition of expenditure	Expenditure is recognised on an accruals basis and has been classified under headings that aggregate all costs to the related category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.
Expenditure on raising funds	These comprise the costs associated with attracting voluntary income and fundraising costs which include advertising, printing and the remuneration of employees engaged in fundraising.
Expenditure on charitable activities	These comprise the costs incurred by the Charity in the delivery of its activities and services in the furtherance of its objects, including the direct costs of the activities provided, employee wages and training thereon and on the general maintenance and utility costs of the site.
Other expenditure	These are support costs that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to particular headings they have been allocated to the cost of raising funds and expenditure on charitable activities on a basis consistent with the use of resources.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

Leasehold property	5 or 10 years straight line
Plant and machinery	3 to 5 years straight line
Motor vehicles	4 years straight line

Stocks

Stock is included at the lower of cost or net realisable value.

Trade and other debtors

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

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other short-term highly liquid investments with original maturities of three months or less.

NOTES TO THE ACCOUNTS

Trade and other creditors

Short term creditors are measured at the transaction price. Other creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Deferred revenue

The majority of the company's sales cover more than one accounting period, consequently a significant amount is allocated to deferred income. These amounts are released to profit and loss as students progress through the courses.

Leased assets

Operating lease payments are recognised as an expense on a straight-line basis over the lease term.

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis.

Pension costs

The charity operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payments obligations. The contributions are recognised as expenses when they fall due. Amounts not paid are shown in accruals in the balance sheet. The assets of the plan are held separately from the company in independently administered funds.

Group accounts

The financial statements present information about the company as an individual undertaking and not about its group.

The company is entitled to the exemption under section 398 of the Companies Act 2006 from the obligation to prepare group accounts.

Group accounts are prepared by the parent undertaking, Essex Boys & Girls Clubs and can be obtained from Harway House, Rectory Lane, Chelmsford, Essex CM1 1RQ.

2 Company status

The company is a private company limited by guarantee and consequently does not have share capital. The company is registered in England and its principal place of business address is Ockendon Road, Upminster, Essex RM14 2TY. The liability of each member in the event of winding-up is limited to £10.

3 Statement of Financial Activities - prior year

	Unrestricted funds 2017 £	Restricted funds 2017 £	Endowment funds 2017 £	Total funds 2017 £
Income and endowments from:				
Donations and legacies	133,613	75,784	-	209,397
Charitable activities	1,872,008	-	-	1,872,008
Investments	90	-	-	90
Other	25,890	-	-	25,890
Total	2,031,601	75,784	-	2,107,385
Expenditure on:				
Raising funds	98,598	-	-	98,598
Charitable activities	1,872,269	75,551	-	1,947,820
Other	76,628	-	-	76,628
Total	2,047,495	75,551	-	2,123,046
Net income	(15,894)	233	-	(15,661)
Net income before other gains/(losses)	(15,894)	233	-	(15,661)
Other gains and losses:				
Net movement in funds	(15,894)	233	-	(15,661)
Reconciliation of funds:				
Total funds brought forward	310,312	130,052	-	440,364
Total funds carried forward	294,418	130,285	-	424,703

4 Income from donations and legacies

	Unrestricted £	Restricted £	Total 2018 £	Total 2017 £
Donations received	128,064	-	128,064	122,586
Grants and bursaries received	32,855	54,884	87,739	86,811
	160,919	54,884	215,803	209,397

Stubbers Adventure Centre
NOTES TO THE ACCOUNTS

5 Income from charitable activities

	Unrestricted	Total 2018	Total 2017
	£	£	£
Activities and course fees	1,390,757	1,390,757	1,399,994
Camping, accommodation and catering	496,876	496,876	456,607
Open day income	-	-	2,697
Sale of gift vouchers and merchandise	3,830	3,830	5,132
Miscellaneous income	-	-	7,578
	<u>1,891,463</u>	<u>1,891,463</u>	<u>1,872,008</u>

6 Income from investments

	Unrestricted	Total 2018	Total 2017
	£	£	£
Bank interest	217	217	90
	<u>217</u>	<u>217</u>	<u>90</u>

7 Other income

	Unrestricted	Total 2018	Total 2017
	£	£	£
Rent receivable	25,040	25,040	24,030
Profit on disposal of tangible fixed assets	1,597	1,597	1,860
Other income	4,492	4,492	-
	<u>31,129</u>	<u>31,129</u>	<u>25,890</u>

8 Expenditure on raising funds

	Unrestricted	Total 2018	Total 2017
	£	£	£
<i>Costs of generating voluntary income</i>			
Wages and salaries	9,868	9,868	9,687
Pension costs	73	73	36
Advertising and printing	89,752	89,752	88,875
	<u>99,693</u>	<u>99,693</u>	<u>98,598</u>

Stubbers Adventure Centre
NOTES TO THE ACCOUNTS

9 Expenditure on charitable activities

	Unrestricted	Restricted	Total	Total
			2018	2017
	£	£	£	£
<i>Expenditure on charitable activities</i>				
Activities	418,917	49,215	468,132	440,014
Wages	986,695	-	986,695	928,656
Pension costs	8,306	-	8,306	4,110
Training and recruitment	39,656	-	39,656	39,841
Insurance	37,247	-	37,247	37,776
Health, hygiene and cleaning	92,315	-	92,315	85,401
Clothing and uniform	15,180	-	15,180	14,681
Registration fees	3,375	-	3,375	3,174
Maintenance	110,809	-	110,809	75,140
Equipment hire, vehicle costs and travel	21,949	-	21,949	17,071
Depreciation	105,092	34,629	139,721	158,341
Water rates	14,855	-	14,855	13,813
Telephone	7,647	-	7,647	6,069
Light and heat	34,941	-	34,941	30,978
Staff accommodation	5,054	-	5,054	7,728
Postage and stationery	30,210	-	30,210	17,527
Rent payable	63,750	-	63,750	67,500
	<u>1,995,998</u>	<u>83,844</u>	<u>2,079,842</u>	<u>1,947,820</u>

10 Analysis of expenditure on charitable activities

	Activities and course fees	Camping, accommodation and catering	2018
	£	£	£
Activities	323,011	145,121	468,132
Wages	680,820	305,875	986,695
Pension Costs	5,731	2,575	8,306
Training and recruitment	27,363	12,293	39,656
Insurance	25,700	11,547	37,247
Health, hygiene and cleaning	63,697	28,618	92,315
Clothing and uniform	10,474	4,706	15,180
Registration fees	2,329	1,046	3,375
Maintenance	76,458	34,351	110,809
Equipment hire, vehicle costs and travel	15,145	6,804	21,949
Depreciation	96,407	43,314	139,721
Water rates	-	14,855	14,855
Telephone	5,276	2,371	7,647
Light and heat	-	34,941	34,941
Staff accommodation	5,054	-	5,054
Postage and stationery	20,845	9,365	30,210
Rent payable	43,988	19,762	63,750
	<u>1,402,298</u>	<u>677,544</u>	<u>2,079,842</u>

11 Allocation of governance and support costs

Support costs	Raising funds	Activities and course fees	Camping, accommodation and catering	Total
	£	£	£	£
Bank charges	-	4,824	2,168	6,992
Sundry expenses	-	1,589	714	2,303
Auditor's remuneration	-	7,357	3,305	10,662
Legal and professional	-	36,212	16,269	52,481
	<u>-</u>	<u>49,982</u>	<u>22,456</u>	<u>72,438</u>

Governance and support costs above have been allocated based on the income generated by each activity as a proportion of total income.

12 Other expenditure

	Unrestricted	Total 2018	Total 2017
	£	£	£
Bank charges	6,992	6,992	5,906
Sundry expenses	2,303	2,303	2,439
Auditor's remuneration	10,662	10,662	11,940
Legal and professional fees	52,481	52,481	56,343
	<u>72,438</u>	<u>72,438</u>	<u>76,628</u>

13 Net expenditure before transfers

	2018	2017
	£	£
This is stated after charging:		
Auditors' remuneration	5,562	5,400

14 Staff costs

No employee received emoluments in excess of £60,000 (2017: nil).

The average monthly number of full time equivalent employees during the year was as follows:

	2018 Number	2017 Number
Management	5	6
Administration	6	3
Other (instructors and staff)	39	50
	<u>50</u>	<u>59</u>

15 Tangible fixed assets

	Land and buildings	Plant and machinery	Motor vehicles	Total
	£	£	£	£
Cost or revaluation				
At 1 January 2018	850,187	1,486,338	-	2,336,525
Additions	-	92,670	-	92,670
Disposals	-	(1,833)	-	(1,833)
At 31 December 2018	<u>850,187</u>	<u>1,577,175</u>	<u>-</u>	<u>2,427,362</u>
Depreciation and impairment				
At 1 January 2018	652,202	1,306,776	-	1,958,978
Depreciation charge for the year	44,761	94,960	-	139,721
Disposals	-	(1,833)	-	(1,833)
At 31 December 2018	<u>696,963</u>	<u>1,399,903</u>	<u>-</u>	<u>2,096,866</u>
Net book values				
At 31 December 2018	<u>153,224</u>	<u>177,272</u>	<u>-</u>	<u>330,496</u>
At 31 December 2017	<u>197,985</u>	<u>179,562</u>	<u>-</u>	<u>377,547</u>

16 Investments

Investment in Subsidiaries

The company has the following subsidiary undertaking:

Name of company	Class of shares held	% age of shares held %	Capital and reserves at end of the relevant year £	Profit/(loss) for the relevant year £
Stubbers Training Limited	Ordinary	100	2	128,065

The company registration number of Stubbers Training Limited is 03755730. Its registered office address is 169 New London Road, Chelmsford, Essex CM2 0AE.

Stubbers Training Limited was formed to carry on certain training activities for adults which are outside the purpose of the charity. Its net income after expenses is donated to the charity. The issued share capital of the trading company, being two £1 ordinary shares, is held by the trustees of Stubbers Adventure Centre. The accounts of Stubbers Training Limited are consolidated, together with those of Stubbers Adventure Centre, in the accounts of Essex Boys & Girls Clubs, the charity's parent undertaking.

NOTES TO THE ACCOUNTS

17 Stocks

	2018	2017
	£	£
Consumable stores	1,600	1,640
	<u>1,600</u>	<u>1,640</u>

18 Debtors

	2018	2017
	£	£
Trade debtors	4,516	225
Amounts owed by group undertakings	75,395	10,836
Other debtors	192	-
Prepayments and accrued income	10,230	8,429
	<u>90,333</u>	<u>19,490</u>

19 Creditors:

amounts falling due within one year

	2018	2017
	£	£
Trade creditors	13,113	8,858
Other taxes and social security	9,438	10,902
Other creditors	4,306	683
Accruals and deferred income	389,558	322,766
	<u>416,415</u>	<u>343,209</u>

Deferred Income

Deferred income relates to booking fees received for activities taking place after the year end.

	2018	2017
	£	£
Balance at the beginning of the year	235,719	258,168
Amount released to income earned from charitable activities	(235,719)	(258,168)
Amount deferred in year	237,830	235,719
Balance at the end of the year	<u>237,830</u>	<u>235,719</u>

20 Creditors:

amounts falling due after more than one year

	2018	2017
	£	£
Other loans	75,000	75,000
	<u>75,000</u>	<u>75,000</u>

21 Movement in funds

	At 1 January 2018	Incoming resources (including other gains/losses and transfers) £	Resources expended (including Transfers) £	At 31 December 2018 £
Restricted funds:				
Restricted income funds:				
Restricted funds - capital	121,880	11,660	(34,629)	98,911
Restricted funds - income	8,405	45,000	(49,215)	4,190
<i>Total</i>	<u>130,285</u>	<u>56,660</u>	<u>(83,844)</u>	<u>103,101</u>
Unrestricted funds:				
General funds	294,418	2,083,728	(2,169,905)	208,241
Total funds	<u>424,703</u>	<u>2,140,388</u>	<u>(2,253,749)</u>	<u>311,342</u>

Purposes and restrictions in relation to the funds:

Restricted funds:

Restricted funds - capital represents fixed assets obtained with restricted grants and donations or unspent grants for the purpose of further capital works.

Restricted funds - income represents grants received which are to fund expenditure relating to a particular aspect of the objects of the charity, as specified by the donor. Any unspent amounts are carried forward to the following year to be expended as specified by the donor.

Unrestricted funds:

General funds - These are available for use at the discretion of the trustees in the furtherance of the general objectives of the charity and which have not been designated for other purposes.

22 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Fixed assets	231,585	98,911	330,496
Net current assets	51,656	4,190	55,846
Creditors due in more than one year and provisions	(75,000)	-	(75,000)
	<u>208,241</u>	<u>103,101</u>	<u>311,342</u>

NOTES TO THE ACCOUNTS

23 Contingent Assets/Liabilities

The property used by Stubbers Adventure Centre is sublet from Essex Boys and Girls Clubs under a head lease with Havering Council. The head lease expired in March 2017 and the terms of the new lease are being renegotiated. Essex Boys and Girls Clubs have disputed the rental terms of the new lease offered by Havering Council, this being 50% of the rental value of the property assessed by Havering Council. The Council considers the rental value of the property to be £180,000, and hence the rent demanded by the Council under the proposed new lease is £90,000 per annum. The Directors have appointed solicitors to assist them with the negotiations and believe they have sitting tenants' rights. Rent of £131,250 has been accrued.

24 Commitments***Pension commitments***

	2018	2017
	£	£
The pension cost charge to the company amounted to:	<u>8,379</u>	<u>4,146</u>
Unpaid contributions due to the fund are included in other creditors and amounted to:	<u>1,850</u>	<u>683</u>

25 Related party disclosures

		2018	2017
		£	£
Transactions with related parties			
<i>Name of related party</i>	Essex Boys' and Girls' Clubs		
<i>Description of relationship between the parties</i>	Controlling party		
<i>Description of transaction and general amounts involved</i>	Camping and activity fees receivable	12,176	10,919
	Hire of portakabin from EBGC	1,580	1,580
	Recharged HR costs payable to EBGC	2,046	2,046
	Activity fees payable to EBGC	-	660
<i>Name of related party</i>	Stubbers Training Limited		
<i>Description of relationship between the parties</i>	Subsidiary undertaking		
<i>Description of transaction and general amounts involved</i>	Donation received	128,065	108,136
<i>Amount due from the related party</i>		75,395	10,836
<i>Name of related party</i>	Wheelspin Motorsports Ltd.		
<i>Description of relationship between the parties</i>	Company in which the centre manager is a director		
<i>Description of transaction and general amounts involved</i>	Equipment hire and purchase of equipment	63,340	63,850
<i>Name of related party</i>	Activities Industry Mutual Limited		
<i>Description of relationship between the parties</i>	Company in which the centre manager is a director		
<i>Description of transaction and general amounts involved</i>	Insurance	39,496	40,045
<i>Name of related party</i>	The Source Coffee Shop		
<i>Description of relationship between the parties</i>	On site coffee shop operated by the centre manager's wife		

NOTES TO THE ACCOUNTS

<i>Description of transaction and general amounts involved</i>	Catering for staff training and other entertaining	20,851	18,615
<i>Name of related party</i>	Gepps Solicitors	18,643	26,328
<i>Description of relationship between the parties</i>	Firm in which a trustee is a partner		
<i>Description of transaction and general amounts involved</i>	Professional services		
<i>Amount due to the related party</i>		(535)	(3,113)
<i>Name of related party</i>	Essex Youth Trust		
<i>Description of relationship between the parties</i>	A trustee of Stubbers Adventure Centre is also a trustee of Essex Youth Trust		
<i>Amount due to the related party</i>		(75,000)	(75,000)

26 Controlling party

In the opinion of the trustees, the charity is controlled by the trustees of Essex Boys & Girls Clubs, a registered charity (charity number 301447), located at Harway House, Rectory Lane, Chelmsford, Essex CM1 1RQ, governed by Trust Deed. The general objectives of Essex Boys & Girls Clubs are to further the development and education of boys and young men and girls and young women, primarily but not exclusively in a single gender setting so as to help them achieve their physical, mental and spiritual potential enabling them to grow to full maturity as individuals and members of society. Essex Boys & Girls Clubs delivers its objectives in a number of ways which include providing education and training programmes, providing trained club support officers to visit affiliated youth clubs and provide a wide range of adventurous, sporting and arts based activities that are delivered mainly at their own outdoor activity centres and at Stubbers Adventure Centre.

27 Post Balance Sheet Events

Essex Boys & Girls Clubs plans to cede control of Stubbers Adventure Centre imminently as a consequence of the en-bloc resignation of all mutual trustees and directors of Stubbers to enable both organisations to pursue their separate and disparate charitable objectives.

As part of this arrangement Essex Boys & Girls Clubs is considering providing a guarantee to the London Borough of Havering to a maximum liability of £500,000 as a condition a 25 year lease dated 31st July 2019 granted by the Borough to Stubbers Adventure Centre. This contingent liability will be matched by a contingent asset in the form of a deed of indemnity provided by Stubbers' new sponsors.