

**EMBERCOMBE**

**Report of the Trustees and Unaudited Financial Statements**

**Year Ended 31 March 2015**

**Company Registration Number 05943952**

**Charity Registration Number 1116793**

Embercombe  
Trustees Annual Report for the Year ended 31 March 2015

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Embercombe  
Trustees Annual Report for the Year ended 31 March 2015

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2015. The accounts have been drawn up in compliance with the Statement of Recommended Practice – Accounting and Reporting by Charities (as revised in March 2005) ('SORP'), the Charities Act 2011, the Companies Act 2006, and in accordance with the company's Memorandum and Articles of Association.

### **REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Company number**

5943952 (England and Wales)

**Registered Charity number**

1116793

**Registered office**

**Embercombe**

Higher Ashton

Exeter

Devon

EX6 7QT

**Trustees**

Steve Onyett (appointed 23 May 2014, deceased 28 September 2015)

Johannes Moeller (appointed 15 August 2014)

Victoria Hands (appointed 15 August 2014)

Mac Macartney (appointed 16 November 2014)

Pascal Mittermaier (resigned 16 November 2014)

S A Mumme (resigned 13 February 2015)

D P Mann (resigned 14 July 2015)

**Bankers**

The Co-Operative Bank

Skelmersdale

WN8 6WT

### **1. Our aims and objectives**

Our charitable purpose as set out in the Memorandum of Association is to promote all charitable purposes under the laws of England and Wales.

Our aim, set out in our mission, is to catalyse leaders to create a socially just, spiritually fulfilling and environmentally sustainable world. We light a children's fire every day and in all meetings (a symbolic flame from a candle) to remind us to make decisions which benefit the next seven generations, we embrace the twin trail of personal development and taking action in the world consistent with what we deeply love, what our unique and special gifts are to contribute and what our sphere of influence may be. We operate from our 50-acre site in rural Devon with pastures, woodland, gardens and a lake where we run residential programmes for individuals, business leaders, educators, young people, schools and families. We use connection with nature, self-reflection and inter-personal work, together with work with our hands - craft and outdoor activities, gardening and cooking – to achieve our aim. We also run public events, short courses and outreach programmes and promote a

sustainable lifestyle wherever possible. Our founder, Mac Macartney, promotes our work by speaking at conferences and events around the world.

### **Ensuring our work delivers our aims**

During the year we continued to assess our aims and objectives and shape our strategy. In doing so the Trustees feel they have complied with the duty in Section 17(5) of the 2011 Charities Act to have due regard to public benefit guidance as published by the Charity Commission. The trustees have referred to the guidance when reviewing their aims and objectives and when planning future activities.

### **The focus of our work**

Our main objectives for the year were to continue to grow our public programmes and to complete The Linhay. We aimed to achieve this with investment in a strong staff team, improved marketing, development of new partnerships and our ambassador network, improving our volunteer programme and attracting new funding from donors and grant makers.

## **2. Achievement and performance**

### **a) Programmes**

Overall our programmes performed well with strong uptake across all areas. Our net income from all programmes combined was 17% ahead of target, the main area of increase coming from uptake of our education work.

#### **Embercombe Programmes for Individuals**

Our courses and experiences for individuals formed a busy programme through the year. **The Journey**, our flagship programme for individuals, continued to attract excellent feedback from the 103 participants in 2014. **Catalyst**, aimed at young people aged 18-25, ran successfully with 57 participants. **Speaking Out**, is aimed at anyone wanting to communicate to an audience with authenticity, clarity, connection and confidence and ran twice with 16 participants in total. The Grow the Grown Ups, Sustainable Families **Summer Camp** looks at new ways of parenting drawing on the philosophy of “parenting by connection” and hosted 56 (including babes in arms, toddlers and children).

Our popular **Friends Working Weekends** invite people to live in community and work on the land, inspiring positive actions to create a better world. They ran on 11 weekends through the year with up to 60 people at each weekend and a total of 663.

Our 5 2014 **Apprentices** graduated after a year-long programme of learning and personal development based at Embercombe and in September another 6 apprentices began their year. Once again we saw what an extraordinary impact this programme has on the individuals with each of them stating that they felt a greater commitment and ability to bring about change in the world.

#### **Embercombe Education**

We influence practice in **schools** through hosting site visits to Embercombe, building creative learning spaces, particularly gardens, in the schools themselves, and partnering in a local schools training partnership for teachers to gain skills and confidence in championing outdoor learning at school. The reputation of the unique offering that Embercombe provides continues to grow and is validated by the number of repeat bookings from 9 primary and 5 secondary schools including a community college and 5 Steiner schools nationally. We also forged relationships with 4 new schools, a kindergarten and a London college working with excluded children. As the main delivery organisation for the Growing Devon Schools Partnership, we supported the creation of ‘beacon schools’ who champion learning outside the class room and have increased the number of schools from 5 to 8, expanding the diversity to include 2 state secondary schools (one inner city and, one independent). We piloted and made a short

film about our Tribe programme which includes residential and day visits to Embercombe and the building of a pizza oven at the school. The programme aims to build strong links between Embercombe and the school, helping the young people to carry personal leaps made at Embercombe back into school life.

We continued to develop our **partnerships** working with young people. In August 2014, we held the first Lifebeat Camp at Embercombe, with 50 young people from London and Bristol spending a week here and are now developing a partnership to secure Embercombe as the venue in future years. Bristol charities, Imayla (supporting foster children and their families) and Hawkspring (working with children affected by drug and alcohol issues) brought a total of 8 to Embercombe, allowing them time to be together and learn experientially.

We furthered our relationship with local **Universities** in Exeter and Plymouth influencing how future teachers are trained, working with 30 PGCE and Masters students. We hosted two days of evaluation training with 20 participants from education and charity sectors and will further develop our hosting facilities in future based on good feedback.

#### **b) Corporations and wider global audiences**

We held a successful pilot of our **Leadership Intensive Retreat**, a bespoke course for 4 business leaders, with a high level of one-on-one engagement and coaching. We also held a successful joint event with Leaders' Quest with 12 participants and continued to develop our thinking around our corporate work in consultation with our partners.

Meanwhile Mac, our founder, spoke at a wide range of events and venues both in the UK and abroad, raising awareness of environmental, social and spiritual issues and acting as an effective ambassador for Embercombe. Locations ranged from the far-flung (New York, Vancouver and Singapore) to the local (including the Now Conference in London, several UK festivals, Schumacher College and Plymouth University).

#### **c) Ambassadors**

Through the year we developed our Ambassador network of 23 Journey alumni who have committed to promote Embercombe and her message as widely as possible in their work and personal lives. We were delighted at the success of the regional meet-ups or 'Embernodes' with 6 events welcoming 60 visitors around the children's fire and inspiring visits to Embercombe and interest in our programmes.

#### **d) Our site and land**

The Linhay dominated much of our thinking and activities during the year, as we worked to bring the project to completion. We continued to face difficulties over cost and timetable with the contractor and the relationship became strained. Thanks to further generous donations and a firm approach to contractual matters, we were finally able to take the completed building back in hand on 21 April 2015. Nonetheless, we had to invest a substantial amount of our own funds in completing the project and this has left the charity operating with almost nil reserves.

The Garden came into full swing under the care of our Grower Dan Burston, who expanded our area of cultivation and the range of crops grown and launched a vegetable box scheme for the local community. The Garden (and the land given over to our flock of sheep) not only produced almost all of our fresh food but also provided a central element for many of our courses, where people work together on the land and through this connect with nature, their inner self and each other. Dan also led the work of applying to register our land as biodynamic.

During the year we began work on The Bothy, a community-built structure to house new compost toilets, a store for garden tools and equipment, and a base for the garden team. This was built by schoolchildren, volunteers and participants on our Sustainable Building courses and has been a wonderful learning opportunity for all concerned,

using many different sustainable building techniques.

In the quiet winter months we also carried out a thorough overhaul of the Centre Fire toilets and showers, largely undertaken by volunteers; the result has been a huge and welcome improvement for this most essential of all our facilities. Another welcome improvement was providing a new kitchen / living space for exclusive use by the volunteers, away from areas that are otherwise shared with visitors.

#### **e) Volunteers**

Our volunteer programme continued to grow and flourish, with a structured induction and support process, better learning opportunities, coaching and appraisal. We became a registered European Voluntary Service site and as a result saw an increase from 8 to 24 volunteer applications from abroad. We hosted over 100 volunteers from many different countries (although the majority still originated in the UK), the majority on 3-month placements; in total volunteers contributed 3,530 days of their time towards Embercombe, working on a wide variety of tasks including gardening, kitchen, supporting education visits, building projects, joinery and general site care.

#### **f) Marketing**

During the summer of 2014 we recruited our first marketing volunteer, who designed and launched our new website in February 2015 and gave us a much more effective tool with which to reach out to the world and a modernised booking interface. We also developed a new logo and strap-line for a bright, dynamic representation of our work to use in all of our communications: "Embercombe inspires people to take courageous action for a just, peaceful and sustainable world".

#### **g) Events**

We were honoured to host Charles Eisenstein, the author of *Sacred Economics* and *The Ascent of Humanity* at Embercombe in May, who gave a talk attended by around 200 people. In June we attended the Bristol Big Green Week, making quite an impact thanks to our use of a stunning tall ship, The Kaskelot, as the base for our activities. This was made possible thanks to a generous donation by a well-wisher. The 10-day series of 30 events welcomed 500 visitors and raised our profile in Bristol and developed useful partnerships. We also held two Open Days, in autumn and early spring, both blessed with good weather and over 1400 people from the local area visited.

#### **h) Fundraising**

Total fundraising was £144,100 against a projected £210,000 due to the decision to focus our limited time resources elsewhere. This shortfall in income was partially compensated for by strong performance on Embercombe Programmes and fundraising approaches are under review.

### **3. Plans for Future Periods**

The key themes for our Business Plan for 2015-16 are:

- Reduced targets for fundraising based on a realistic assessment of our capacity to complete bids
- Reducing our staff overhead where possible and fine-tuning our systems to compensate
- Realising the potential of the Linhay as a base for our programmes and an events venue
- Maximising take-up on our programmes and ensuring all of our programmes run smoothly
- Developing stronger relationships with partners to help achieve all of the above

During the latter part of the year we launched a review of our strategy, primarily due to our financial situation and the related need to increase our impact on the world; the lack of success of our fundraising efforts; concern that some of our programmes were loss-making; the knowledge that our dependency on a single major donor is not viable in the long run; the completion of The Linhay; and the commitment of all of our reserves to that project. This fundamental review is continuing in 2015 and will be completed by Spring 2016.

## **4. Structure, Governance and Management**

### **Governing Document**

Embercombe is a charitable company limited by guarantee incorporated under the Companies Acts and is governed in accordance with the Memorandum and Articles of Association dated 22 September 2006.

### **The Board of Trustees**

The Trustees meet at least four times a year. Trustees are appointed by invitation and undergo a rigorous interview process. All Trustees have a similar commitment to creating a socially just, spiritually fulfilling and environmentally sustainable planet.

Four new Trustees joined the Board during the year: Steve Onyett joined in May and took up the role of Chair at the AGM in November, Johannes Moeller and Victoria Hands joined in August and Mac Macartney in November 2014. Pascal Mittermaier and Suzie Mumme resigned during the year leaving a continuing need to expand the capacity and diversity of the Board. Work continued through the year to find additional Trustees with several individuals being actively considered at the end of the accounting year.

### **Organisational Structure**

The new organisational structure implemented in February 2014 (see fig. 1) was developed further during the year. This involved the Managing Director role becoming better established, setting up departmental teams, enhancing communication with the Trustees and the Trustees taking a more active part in decision-making. This was particularly important as the organisation grappled with the difficulties faced in completing The Linhay and the financial shortfall for the previous year. With these challenges, as well as the changes in the Board and a new Managing Director, the relationship between the Board and the management team developed as people adjusted to the new circumstances. The work of developing a better understanding and delivery of roles and decision-making processes at Embercombe is continuing in 2015 as the organisation undertakes its strategic review.

Fig. 1

Embercombe  
Trustees Annual Report for the Year ended 31 March 2015



**Risk Management**

The Trustees routinely reviewed risks to the organisation at their meetings, which are recorded and monitored via the Risk Register.

**Staff and volunteers**

The work of running Embercombe includes (and is not limited to): programme leadership and delivery, marketing, finance and administration, site maintenance and housekeeping, volunteer management, partnership development, fundraising, land management, growing food and community engagement. We have a small team of up to 10 paid staff and a larger team of volunteers (up to 30 residents on site or visiting on a daily basis at any one time).

**FINANCIAL**

Our total revenue was £535,972 compared to prior year £497,042.

The contribution to our costs remained donation dependent. This made up 48% of our incoming resources, whilst Education contributed 18%, Embercombe Programmes 21 %, Corporate work and Speaking 5%, and Other income such as venue hire 8%.

**RESERVES POLICY**

Our reserves position was as follows:

	Year ended 31 <sup>st</sup> March	
<u>Reserves</u>	<u>2015</u>	<u>2014</u>

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Unrestricted Funds – <b>Free Reserves</b>	16,943	56,707
Fixed Assets	333,313	336,271
Restricted Funds	11,044	69,735
Endowment Funds	1,127,591	1,132,653
Total	1,485,891	1,595,366
Annual operating expenditure	505,199	426,996
Ratio of free reserves to annual operating expenditure	0.03	0.13

**Endowment Funds** -The endowment fund represents the gift of the freehold property to the Trust together with expenditure by the previous trust on the property at Embercombe, prior to the company being formed.

The free reserves that we have set aside provide financial stability and the means for the development of our principal activities. During FY14 and FY15, free reserves were used to develop the Linhay our new facility, which will strengthen Embercombe’s programme delivery going forward.

The Board reviews on a quarterly basis the amount of free reserves that are required to ensure that they are adequate to fulfil our continuing obligations. Our intention is to rebuild free reserves to £100,000, equal to four months of future operating costs. Although this will take a few years, free reserves have increased to 2014 levels by 31st October 2015.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

**ON BEHALF OF THE BOARD:**

-----  
Victoria Hands – Chair of Trustees

**Date** -----

Charity Law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements that are reasonable and prudent;
- state whether the policies adopted are in accordance with the appropriate SORP on Accounting by Charities and the Accounting Regulations and with applicable accounting standards, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue its operations.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with applicable law. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud or other irregularities.

In so far as the Trustees are aware:

- There is no relevant accounts information of which the company's independent examiner is unaware;
- The Trustees have taken all steps that they ought to have taken to make them-selves aware of any relevant accounts information and to establish that the independent examiner is aware of that information.

#### **Independent examiners' report to the Trustees of Embercombe**

I report on the financial statements for the year ended 31 March 2015, which are set out on pages 11 to 17.

#### **Respective responsibilities of trustees and examiner**

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 (2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Chartered Institute of Management Accountants.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;

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- to follow the procedures laid down in the General Directions given by the Charity Commission under section 145 (5) (b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

***Basis of independent examiner's report***

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and the seeking of explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

***Independent examiner's statement***

In connection with my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that, in any material respect, the requirements
  - (a) to keep accounting records in accordance with section 386 of the Companies Act 2006; and
  - (b) to prepare accounts which accord with the accounting records, comply with the accounting requirements of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities (revised 2005) have not been met; or
2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

**Bertram Andrew Northmore FCMA**  
**Independent Examiner**  
**Northmore Business Associates Ltd**  
**Tor View Office**  
**Fore Street, Tamerton Foliot**  
**Plymouth, Devon PL5 4NA**

.....  
**Date**

**Embercombe**  
**Statement of Financial Activities**  
**for the Year Ended 31 March 2015**

				Year Ended 31-Mar-15	Year Ended 31-Mar-14
	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds	Total Funds
Notes	£	£	£	£	£
<b><u>Incoming Resources</u></b>					

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**Incoming resources from generated funds**

Voluntary Income		182,031	76,482		258,513	288,671
Investment Income	2	461			461	3,735

**Incoming resources from charitable activities**

Development Programmes		276,975	13		276,998	204,636
<b>Total Incoming resources</b>		<b>459,477</b>	<b>76,495</b>	<b>0</b>	<b>535,972</b>	<b>497,042</b>

**Resources Expended**

**Costs of generating funds**

Costs of generating voluntary income	4	45,343	0		45,343	29,132
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**Charitable activities**

Development Programmes	5	442,216	135,186	5,062	582,464	404,539
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**Governance Costs**

	6	17,640	0		17,640	17,643
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<b>Total resources expended</b>		<b>505,199</b>	<b>135,186</b>	<b>5,062</b>	<b>645,447</b>	<b>451,314</b>
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**Net Incoming/(Outgoing) Resources before transfers**

7	-45,722	-58,691	-5,062	-109,475	45,728	
Gross transfers between funds				0		
<b><u>Net Incoming/(Outgoing) Resources</u></b>		<b>-45,722</b>	<b>-58,691</b>	<b>-5,062</b>	<b>-109,475</b>	<b>45,728</b>

**Reconciliation of Funds**

<b>Total funds brought forward</b>		<b>392,978</b>	<b>69,735</b>	<b>1,132,653</b>	<b>1,595,366</b>	<b>1,549,638</b>
<b>Total Funds Carried Forward</b>		<b>347,256</b>	<b>11,044</b>	<b>1,127,591</b>	<b>1,485,891</b>	<b>1,595,366</b>

**Note -**

**Of the Total Funds Carried Forward,**

<b>the amount invested in fixed assets is:</b>		<b>330,313</b>		<b>1,127,591</b>	<b>1,457,904</b>	<b>1,468,924</b>
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Embercombe

**Balance Sheet**

**As at 31 March 2015 - Company Registration Number 05943952**

				Year Ended 31-Mar-15	Year Ended 31-Mar-14
Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds £	Total Funds £

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**Fixed Assets**

Tangible Assets	10	330,313		1,127,591	1,457,904	1,468,924
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**Current Assets**

Stock		3,000			3,000	4,050
Debtors	11	16,992			16,992	23,687
Cash at bank		33,009	11,044		44,053	181,976
<b>Total Current Assets</b>		53,001	11,044	0	64,045	209,713

**Current Liabilities**

Creditors - amounts falling due within one year	12	-36,058	0		-36,058	-83,271
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**Net Current Assets**

		16,943	11,044	0	27,987	126,442
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**Total Assets less Current Liabilities**

		347,256	11,044	1,127,591	1,485,891	1,595,366
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**Net Assets**

		347,256	11,044	1,127,591	1,485,891	1,595,366
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**Funds**

Unrestricted funds					347,256	392,978
Restricted funds					11,044	69,735
Endowment funds					1,127,591	1,132,653

**Total Funds**

	13				1,485,891	1,595,366
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For the year in question, the charitable company was entitled to exemption from an audit under section 477 of the Companies Act 2006.

The members have not required the charitable company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Act.

The trustees/directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved by the board of trustees on.....and were signed on its behalf by:

.....  
– Trustee

**Embercombe**

## **Notes to the Financial Statements Year Ended 31 March 2015**

### **1. Accounting Policies**

#### **Accounting convention**

The financial statements have been prepared under the historical cost convention, and in accordance with the Financial Reporting Standards for Smaller Entities (effective April 2008), requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities and the Charities Act 2011.

#### **Incoming resources**

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

#### **Resources expended**

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources. Grants offered subject to conditions which have not been met at the year-end date are noted as a commitment but not accrued as expenditure.

#### **Tangible fixed assets**

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

<b>Land and Buildings</b>	-	<b>Straight line over 10 to 50 years on buildings only</b>
<b>Plant and Machinery</b>	-	<b>20% on reducing balance</b>

#### **Taxation**

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

#### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

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Trustees Annual Report for the Year ended 31 March 2015

**Embercombe**

**Notes to the Financial Statements**

**For the Year Ended 31 March 2015**

2. Investment Income	Year Ended 31-Mar-15 £	Year Ended 31-Mar-14 £
Deposit Account Interest	461	3,735
	Year Ended 31-Mar-15 £	Year Ended 31-Mar-14 £
3. Support Costs		
Wages and Social Security	193,252	117,454
Repairs, Renewals and Facility Improvements	842	2,662
Utilities	19,624	14,061
Other Costs	60,501	37,958
	<u>274,219</u>	<u>172,135</u>
4. Costs of Generating Voluntary Income		
Marketing and PR	1,063	1,336
Print Design	0	0
Support Costs	44,280	27,796
	<u>45,343</u>	<u>29,132</u>
5. Development Programmes		
Programme costs - Facilitators, travel, food, cleaning and equipment	190,152	157,424
Wages and Social Security	6,014	13,624
Facilities improvements, repairs, refurbishment and depreciation	165,760	95,053
Support Costs	220,538	138,438
	<u>582,464</u>	<u>404,539</u>
6. Governance Costs		
Accountancy	5,320	5,287
Other Professional	2,419	6,155
Reporting Accountant Fees	500	500
Support Costs	9,401	5,901

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17,640	17,643
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**Embercombe**  
**Notes to the Financial Statements**  
**For the Year Ended 31 March 2015**

7. Net Incoming/(Outgoing) Resources

Net resources are stated after charging/(crediting):

	Year Ended 31-Mar-15	Year Ended 31-Mar-14
	£	£
Depreciation - owned assets	23,091	14,326

8. Trustees' Remuneration and Benefits

During the year to 31 March 2015, facilitation fees were paid to two trustees amounting to £15,682 (nil in 2014). The rate per day paid to Trustee Facilitators is comparable to the fees charged by non-Trustees. Travel expenses were paid to two trustees amounting to £452 (nil in 2014). Repair costs were reimbursed to one trustee amounting to £40 (nil in 2014).

9. Staff Costs

	Year Ended 31-Mar-15	Year Ended 31-Mar-14
	£	£
Wages and Salaries	184,024	123,038
Social Security Costs	11,242	8,039
	195,266	131,077

The average number of employees during the year was as follows:

	Year Ended 31-Mar-15	Year Ended 31-Mar-14
Operations - Full Time Equivalent	10	8

No employee earned more than £60,000 in either financial year.

10. Tangible Fixed Assets

	Land and Buildings	Plant and Machinery	Totals
	£	£	£
<b>Cost</b>			
At 1 April 2014	1,531,799	47,930	1,579,729
Additions	11,788	8,884	20,672

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Disposals	-7,413	-1,345	-8,758
At 31 March 2015	1,536,174	55,469	1,591,643

**Depreciation**

At 1 April 2014	82,347	28,458	110,805
Charge for year	19,133	3,958	23,091
Eliminated on disposal		-157	-157
At 31 March 2015	101,480	32,259	133,739

**Net Book Value**

At 31 March 2015	1,434,694	23,210	1,457,904
At 31 March 2014	1,449,452	19,472	1,468,924

**Embercombe**

**Notes to the Financial Statements**  
**For the Year Ended 31 March 2015**

11. Debtors: Amounts Falling Due Within One Year

	Year Ended 31-Mar-15	Year Ended 31-Mar-14
	£	£
Trade Debtors	11,764	15,238
VAT Debtor	0	2,333
Prepayments	5,113	6,001
Other Debtors	115	115
	16,992	23,687

12. Creditors: Amounts Falling Due Within One Year

	Year Ended 31-Mar-15	Year Ended 31-Mar-14
	£	£
Bank Loans and Overdrafts	0	0
Trade Creditors	831	3,440
Taxation and Social Security	3,201	2,900
VAT Creditor	6,891	0
Other Creditors	25,135	76,931
	36,058	83,271

13. Movement in Funds

	At 1 April 2014	Net movement in funds	Transfers between funds	At 31 March 2015
	£	£	£	£
<b>Unrestricted funds</b>				
General Fund	392,978	-45,722	0	347,256

Embercombe  
Trustees Annual Report for the Year ended 31 March 2015

<b>Restricted Funds</b>				
Aelfi	423	-423	0	0
Catalyst	0	783	0	783
Ecorys	1,363	-1363	0	0
Ecorys SP	10,283	-5,289	0	4,994
Linhay - Equipment and Fittings	41,242	-41242	0	0
Linhay - Local Giving	4,824	-4553	0	271
Northbrook	10,000	-5,004	0	4,996
Thrive	1,600	-1600	0	0
	69,735	-58,691	0	11,044
<b>Endowment Funds</b>	1,132,653	-5,062	0	1,127,591
<b>Total Funds</b>	1,595,366	-109,475	0	1,485,891

**Embercombe**  
**Notes to the Financial Statements**  
**For the Year Ended 31 March 2015**

	Incoming Resources	Resources Expended	Movement in Funds
	£	£	£
14. Net movement in funds, included in the above are as follows:	459,477	-505,199	-45,722
<b>Unrestricted funds</b>			
General Fund			
<b>Restricted Funds</b>			
Aelfi	426	-849	-423
Catalyst	783	0	783
Ecorys	0	-1,363	0
Ecorys SP	0	-5,289	-5,289
Linhay - Equipment and Fittings	73,958	-115,200	-41,242
Linhay - Local Giving	1,329	-5,882	-4,553
Northbrook	0	-5,004	-5,004
Thrive	0	-1,600	-1,600
	76,496	-135,187	-58,691
<b>Endowment Funds</b>	0	-5,062	-5,062

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Trustees Annual Report for the Year ended 31 March 2015

<b>Total Funds</b>	535,973	-645,448	-109,475
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The endowment fund represents the gift of the freehold property to the trust together with expenditure by the previous trust on the property at Embercombe, prior to the company being formed.

**14. Related Party Transactions**

During the year to 31 March 2015, facilitation fees were paid to two trustees amounting to £15,682 (nil in 2014). The rate per day paid to Trustee Facilitators is comparable to the fees charged by non-Trustees. Travel expenses were paid to two trustees amounting to £452 (nil in 2014). Repair costs were reimbursed to one trustee amounting to £40 (nil in 2014). One trustee rented accommodation from Embercombe at a market rate of £10,000 per annum, paying Embercombe £5,000 for the six months to 31 March 2015 (nil in 2014). The trustee also reimbursed the charity for rates, utilities and telephone costs.

**15. Share Capital and Members Liability**

The company is limited by guarantee. In the event of the company being wound up, the liability of each member is limited to £1.

**16. Control**

The Charity is under the effective control of its Trustees.

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**The following pages do not form part of the statutory financial statements.**

**Embercombe**  
**Statement of Financial Activities**  
**for the Year Ended 31 March 2015**

Year Ended 31-Mar-15	Year Ended 31-Mar-14
£	£

**INCOMING RESOURCES**

Embercombe  
Trustees Annual Report for the Year ended 31 March 2015

**Voluntary Income**

Donations	258,513	288,671
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**Investment Income**

Deposit Account Interest	461	3,735
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**Incoming resources from charitable activities**

Development Programmes	276,998	204,636
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Total Incoming resources	535,972	497,042
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**RESOURCES EXPENDED**

**Costs of generating funds**

Marketing and PR	1,063	1,336
	1,063	1,336

**Development Programmes**

Programme Costs inc Course Facilitator Fees	124,301	99,906
Travel Expenses	11,263	20,043
Catering and Supplies	56,640	48,976
Cleaning and Sundry Costs	3,962	2,123
Depreciation of tangible fixed assets	23,091	14,326
Facility Improvements	117,376	59,507
Fuel and Firewood	2,548	3,847
Repairs and Renewals	22,745	17,373
	361,926	266,101

**Embercombe**

**Statement of Financial Activities**  
**for the Year Ended 31 March 2015**

Embercombe  
Trustees Annual Report for the Year ended 31 March 2015

**Governance Costs**

Accountancy	5,320	5,087
Other Professional Fees	2,419	6,155
Reporting Accountant Fees	500	500
	8,239	11,742

**Support Costs**

**Operations**

Wages	182,099	109,667
Social Security	11,153	7,787
Rates and Water	6,360	3,196
Insurance	9,010	7,640
Light and Heat	6,340	7,427
Telephone	6,924	3,438
Postage, Printing and Stationery	2,029	2,059
Advertising, PR & Business Development	19,559	7,204
Cleaning and sundry Costs	813	803
Woodlands and Gardening	13,916	9,595
Professional Fees	474	924
Repairs and Renewals	842	2,122
Bank Charges	105	21
Training and Coaching	8,965	5,570
Computer Costs	5,630	4,142
Facility Improvements - House, Linhay and other	0	540

Total Support Costs	274,219	172,135
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<b>Total Resources Expended</b>	645,447	451,314
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Net Income/(Expenditure)	-109,475	45,728
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