**Turning the Red Lights Green**

**Accounts for the year ended 31 March 2024**

**Contents and Charity Information**


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| | | | |
|---|---|---|---|
| **Trustees** | Emmanuel Akoju | Philip Lane | |
| | Hobson Bullman | Caragh McMurtry | |
| | Sian Constantine | Jane Miller | |
| | Roger Crabtree | Fred Peeling | |
| | Peter Hains | Ruth Rogers | |
| | Anthony Kirk | Susan Wallace | (resigned 29.09.23) |

| | |
|---|---|
| **Secretary** | Elizabeth Taylor |
| **Chief Executive Officer** | Elizabeth Taylor |
| **Registered Office** | Harvey's Barn<br>Park End<br>Swaffham Bulbeck<br>Cambridge<br>CB25 0NA |
| **Company Registration Number** | 5485413 |
| **Charity Registration Number** | 1112429 |
| **Independent Examiner** | Geoff Mann FCIE<br>Geoff Mann Ltd<br>Dee House<br>13 Highworth Avenue<br>Cambridge<br>CB4 2BQ |
| **Bankers** | Lloyds Bank plc<br>48 High Street<br>Newmarket<br>CB8 8LF |

**Accounts for the year ended 31 March 2024**

## Report of the Trustees

The trustees, who are also directors of the charity for the purposes of the Companies Act, present their annual report for the year ended 31 March 2024.

The accounts comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, 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 (FRS 102) (revised with effect 1 January 2019)

### Statement of Trustees' Responsibilities

Company law requires the trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that year.

In preparing those accounts, the trustees are required to:

(i) Select suitable accounting policies and apply them consistently.
(ii) Make judgements and estimates that are reasonable and prudent.
(iii) Prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in business.
(iv) State whether the policies adopted are in accordance with the Companies Act 1985 and with applicable accounting standards and statements of recommended practice, subject to any material departures disclosed and explained in the accounts.
(v) Observe the methods and principals of the Charities SORP.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time, the financial position of the charity and to enable them to ensure that the accounts comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities.

### Structure, Governance and Management

Governing document

Turning the Red Lights Green is a company limited by guarantee with charitable status which is governed by a memorandum and articles of association.

Appointment of trustees

Trustees are elected by the membership at the AGM. The board, between AGMs, fills vacancies and decides on co-options.

**Accounts for the year ended 31 March 2024**

**Report of the Trustees**

Trustee induction and training

The trustees have reviewed the procedures in place for trustee induction and training by reference to guidance published by the Charity Commission. A trustee handbook and trustee tours of Red2Green's services have been devised in order to assist with their induction and training.

Organisational structure

The charity has a board of trustees who met five times durig the year and are responsible for its strategic direction and policy, in addition, other sub groups meet at regular intervals between the full board meetings. A chief executive officer (CEO) is appointed by the trustees to manage the day to day operations of the charity. Each project manager reports directly to the CEO who monitors their progress, and that of their project, monthly. In planning their activities for the year the trustees have kept in mind the Charity Commission's guidance on public benefit at their trustees meeting.

Risk management

The trustees actively review the major risks which the charity faces on a regular basis and believe that maintaining reserves at current levels, combined with an annual review of the controls over key financial systems will provide sufficient resources in the event of adverse conditions. The trustees have also examined other operational and business risks faced by the charity and confirm that they have established systems to mitigate the significant risks.

**Objectives and Activities**

The charity's objects are to increase opportunities in education, training, work and leisure for people with disabilities and special needs and their carers in South and East Cambridgeshire.

**Achievements, Performance and Future Developments**

These are covered in the charity's 2024 annual report.

**Financial Review**

Reserves policy

A revised policy on reserves was agreed at the board meeting held on 29th September 2023 and is stated below:

The trustees seek to maintain a level of reserves which ensure our financial resilience and sustainability. This should take into account the obligations the charity has to its clients, staff, funders ane other stakeholders, recognising the risks identified in our risk register. Primarily this should ensure that Red2Green is sufficiently financially robust to carry out its core activities even during a period of unforeseen difficulty.

**Accounts for the year ended 31 March 2024**

**Report of the Trustees**

The trustees have adopted a 'worst-case' scenario in determining the target level of reserves by seeking to retain sufficient funds in order to manage the closure of the charity in an orderly manner equitable to all parties involved. Clearly, this would be a matter of last resort and, hopefully, such reserves could also be employed in a manner to avoid such closure by seeking alternative income streams or other mitigating actions to sustain the charity through a period of great difficulty.

Regular financial forecasts are made throughout the year to compare with the approved budget and these are reviewed as part of our board meetings. Should such forecasts indicate that the reserves policy is under threat the trustees will look to determine if this is likely to be a temporary or a permanent situation and then take appropraite action to mitigate the situation.

The actual level of reserves may also exceed the reserves policy figure. This will provide the trustees with, for example:

- A buffer to cover short term cash flow movements, as are inherent in any organisation which invoices others for services provided

- A fund to exploit a new venture or investment designed to provide a long term benefit to the organisation or its stakeholders

- Funds to provide for the replacement of the charity's fixed assets or expansion of such

- To cover a temporary shortfall in the level of grants obtained which, by their nature, are uncertain and variable

The reserves policy will be reviewed annually as part of the approval of the financial accounts and any recalculation of the amounts needed will be carried out at that time. This will be evidenced in the published accounts of the charity.

The calculation of the reserves policy for 2023/24 is as follows:

| The reserves level will be set at £ £188,681 | | £ | |
|---|---|---|---|
| Redundancy | | 74,757 | |
| Contractual Notices for Staff | | 79,474 | |
| Rent | Harvey's Barn | 9,250 | 3 month's notice |
| Rent | Granary Barn | 13,200 | 12 month's notice |
| Winding down costs | | 6,000 | |
| Contingency | | 6,000 | |
| | | 188,681 | |
| Actual unrestricted reserves as at 31.03.2024 | | 216,411 | |

**Turning the Red Lights Green**

**Accounts for the year ended 31 March 2024**

**Report of the Trustees**

The values in the table are updated each year based on the latest data available.

The above report has been prepared in accordance with the small companies regime of the Companies Act 2006. It was approved by the trustees on 27 September 2024 and signed on their behalf

Anthony Kirk
Trustee

**Accounts for the year ended 31 March 2024**

**Independent Examiner's Report**

**To the Trustees of Turning the Red Lights Green**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2024 set out on pages 5 to 12.

**Responsibilities and Basis of Report**

As the charity's trustees of the Company (who are also the directors of the company for the purposes of company law), you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited for this year under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination, I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

**Independent Examiner's Report**

I have completed my examination. I confirm that no material matters have come to my attention which give me cause to believe that:

- accounting records were not kept in accordance with section 386 of the 2006 Act; or
- the accounts do not accord with such records; or
- the accounts do not comply with relevant accounting requirements under section 396 of the 2006 Act 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; or
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

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.

Geoff Mann FCIE
Geoff Mann Limited
Dee House
Highworth Avenue
Cambridge
CB4 2BQ

**Accounts for the year ended 31 March 2024**

**Statement of Financial Activities**

| | Notes | 2024 Unrestricted funds £ | 2024 Restricted funds £ | 2024 Total funds £ | 2023 Unrestricted funds £ | 2023 Restricted funds £ | 2023 Total funds £ |
|---|---|---|---|---|---|---|---|
| **Income** | | | | | | | |
| Incoming resources from generated funds: | | | | | | | |
| Investment income | | 2,487 | 0 | 2,487 | 1,528 | 0 | 1,528 |
| Incoming resources from charitable activities: | | | | | | | |
| Contracts for services | | 782,323 | 0 | 782,323 | 672,071 | 0 | 672,071 |
| Grants and donations | 2 | 63,197 | 89,991 | 153,188 | 121,158 | 65,191 | 186,349 |
| Miscellaneous income | | 5,914 | 0 | 5,914 | 8,413 | 0 | 8,413 |
| **Total Income** | 1 | 853,921 | 89,991 | 943,912 | 803,170 | 65,191 | 868,361 |
| **Expenditure** | | | | | | | |
| Charitable activities | | 929,629 | 89,991 | 1,019,620 | 786,085 | 65,191 | 851,276 |
| **Total Expenditure** | 3 | 929,629 | 89,991 | 1,019,620 | 786,085 | 65,191 | 851,276 |
| | | -75,708 | 0 | -75,708 | 17,085 | 0 | 17,085 |
| **Transfers** | 10 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Net income/(expenditure) and net movement in funds for the year** | 5 | -75,708 | 0 | -75,708 | 17,085 | 0 | 17,085 |
| **Reconciliation of funds** | | | | | | | |
| **Total funds brought forward** | | 292,119 | 0 | 292,119 | 275,034 | 0 | 275,034 |
| **Total funds carried forward** | | 216,411 | 0 | 216,411 | 292,119 | 0 | 292,119 |

**Statement of Total Recognised Gains and Losses**

There were no recognised gains or losses for 2024 or 2023 other than those included in the Statement of Financial Activities.

**Accounts for the year ended 31 March 2024**

**Balance Sheet**

| | Notes | 2024 £ | £ | 2023 £ | £ |
|---|---|---|---|---|---|
| **Fixed Assets** | | | | | |
| Tangible assets | 7 | | 4,498 | | 8,997 |
| **Total Fixed Assets** | | | 4,498 | | 8,997 |
| **Current Assets** | | | | | |
| Stocks | | 500 | | 500 | |
| Debtors | 8 | 63,269 | | 80,152 | |
| Cash at bank and in hand | | 168,874 | | 252,349 | |
| **Total Current Assets** | | 232,643 | | 333,001 | |
| **Creditors**: amounts falling due within one year | 9 | 20,730 | | 49,879 | |
| **Net Current Assets** | | | 211,913 | | 283,122 |
| **Net Assets** | | | 216,411 | | 292,119 |
| **The Funds of the Charity** | | | | | |
| Unrestricted funds | | | 216,411 | | 292,119 |
| Restricted funds | 11 | | 0 | | 0 |
| **Total Charity Funds** | | | 216,411 | | 292,119 |

For the year ended 31 March 2024 the charity was entitled to exemption from audit under section 477 Companies Act 2006 and no notice has been deposited under section 476. The trustees acknowledge their responsibilites for ensuring that the charity keeps accounting records which comply with section 386 of the Act and preparing accounts which give a true and fair view of the state of affairs of the charity as at the year end and of its deficit for the year in accordance with the requirements of sections 393 and 394 and which otherwise comply with the requirements of the Companies Act 2006, so far as applicable to the charity.

The accounts have been prepared in accordance with the provisions of the Companies Act 2006 applicable to charities subject to the small companies regime and were approved by the trustees on xx September 2024 and signed on their behalf.

Anthony Kirk
Trustee

**Accounts for the year ended 31 March 2024**

**Notes to the Accounts**

1 **Accounting Policies**

(a) **Basis of Preparation of Accounts**

The accounts 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) (Revised with effect 1 January 2019) - (Charities SORP (FRS 102)), the financial reporting standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Turning the Red Lights Green meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in relevent accounting policy note(s).

(b) **Income**

Incoming resources are recognised in the year in which the charity is entitled to the receipt, and the amount can be measured with reasonable certainty. Income is only deferred when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

(c) **Expenditure**

Includes all expenditure incurred by the charity other than that which has been capitalised.

(d) **Operating Leases**

Rentals applicable to operating leases, where substantially all of the benefits and risks of ownership remain with the lessor, are charged against income as incurred.

(e) **Pensions**

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

(f) **Fixed Assets**

Depreciation is provided on all tangible fixed assets at rates calculated to write-off the costs less estimated residual value of each asset over its expected useful life with a full year's depreciation being charged in the year of acquisition as follows:

| | |
|---|---|
| Garden buildings | 10% straight line basis |
| Fixtures and fittngs | 33.33% straight line basis |
| Motor vehicles | 25% straight line basis |

Expenditure on office equipment and garden tools is written off in the year in which it is incurred. The trustees are of the opinion that such expenditure has no economic value, and that, in view of this and the nature of the organisation, such costs should not be capitalised.

The charity only capitalises assets costing in excess of £1,000. Typically assets under this value have an economic benefit to the charity of less than one year and are considered revenue in nature.

(g) **Stocks**

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow moving items. Cost includes all direct expenditure.

(h) **Debtors**

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

(i) **Creditors and Provisions**

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.

(j) **Going Concern**

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

(k) **Fund Accounting**

Restricted funds are to be used for the specified purposes laid down by the donor. Expenditure for those purposes is charged to the fund, together with a fair allocation of overhead and support costs.

Designated funds are unrestricted funds, which have been designated for special purposes by the trustees. Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objects of the charity.

**Accounts for the year ended 31 March 2024**

**Notes to the Accounts**

2 **Grants and Donations**

| | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|
| | Unrestricted funds £ | Restricted funds £ | Total funds £ | Unrestricted funds £ | Restricted funds £ | Total funds £ |
| Access to Work | 8,545 | 0 | 8,545 | 6,580 | 0 | 6,580 |
| ARM Holdings | 25,000 | 0 | 25,000 | 34,000 | 0 | 34,000 |
| Bailey Thomas | 0 | 0 | 0 | 15,000 | 0 | 15,000 |
| Cambs Community Foundation | 0 | 11,595 | 11,595 | 0 | 9,000 | 9,000 |
| Cooperative Group | 0 | 0 | 0 | 0 | 2,816 | 2,816 |
| D'Oyley Carte | 0 | 4,660 | 4,660 | 0 | 0 | 0 |
| Edward Gostling Foundation | 12,500 | 0 | 12,500 | 12,500 | 0 | 12,500 |
| Enabling Activities Trust | 0 | 6,500 | 6,500 | 0 | 0 | 0 |
| European Metal Recyclers | 0 | 0 | 0 | 0 | 6,800 | 6,800 |
| Evelyn Trust | 0 | 17,123 | 17,123 | 0 | 0 | 0 |
| Hobson Charity | 0 | 5,000 | 5,000 | 0 | 0 | 0 |
| Illumina | 0 | 16,113 | 16,113 | 0 | 8,057 | 8,057 |
| Jurgens Charitable Trust | 0 | 0 | 0 | 4,000 | 0 | 4,000 |
| Living Sport Foundation | 0 | 0 | 0 | 0 | 5,018 | 5,018 |
| Lloyds Bank Foundation | 0 | 0 | 0 | 23,575 | 0 | 23,575 |
| Neighbourly Foundation | 0 | 0 | 0 | 0 | 5,000 | 5,000 |
| Pye Foundation | 4,500 | 0 | 4,500 | 4,500 | 0 | 4,500 |
| Robert McAlpine | 0 | 0 | 0 | 0 | 2,500 | 2,500 |
| Sir Jules Thorn Charitable Trust | 0 | 0 | 0 | 3,000 | 0 | 3,000 |
| Strangward Trust | 0 | 0 | 0 | 5,000 | 0 | 5,000 |
| Three Guineas Trust | 0 | 29,000 | 29,000 | 0 | 26,000 | 26,000 |
| Others less than £2,000 | 12,652 | 0 | 12,652 | 13,003 | 0 | 13,003 |
| | 63,197 | 89,991 | 153,188 | 121,158 | 65,191 | 186,349 |

3 **Total Expenditure**

| | 2024 | | | 2023 | | |
|---|---|---|---|---|---|---|
| | Charitable activities £ | Governance costs £ | Total expenditure £ | Charitable activities £ | Governance costs £ | Total expenditure £ |
| Governance and strategy | 0 | 980 | 980 | 0 | 960 | 960 |
| Other costs | 198,219 | 0 | 198,219 | 201,494 | 0 | 201,494 |
| Staff costs (note 4) | 820,421 | 0 | 820,421 | 648,822 | 0 | 648,822 |
| | 1,018,640 | 980 | 1,019,620 | 850,316 | 960 | 851,276 |

**Accounts for the year ended 31 March 2024**

**Notes to the Accounts**

4 **Staff Costs**

No remuneration was paid to any of the trustees in the year. Expenses totalling £nil (2023 - £42) were reimbursed to them.

| The staff costs were: | 2024 £ | 2023 £ |
|---|---|---|
| Wages and salaries | 720,426 | 568,334 |
| Social security costs | 52,707 | 39,911 |
| Pension contributions | 47,288 | 40,577 |
| | 820,421 | 648,822 |

The average weekly number of staff employed by the charity during the year was 39 (2023 - 34)

No member of staff earned more than £60,000.

5 **Net Movement in Funds for the Year**

| The net movement in funds for the year is stated after charging: | | 2024 £ | 2023 £ |
|---|---|---|---|
| Independent examination fee | | 980 | 960 |
| Operating lease rentals: | Land and buildings | 52,026 | 47,307 |

6 **Other Commitments**

| At 31 March 2024 the charity had annual commitments under non cancellable operating leases as follows: | | Land and buildings 2024 £ | 2023 £ |
|---|---|---|---|
| Expiry date: | | | |
| Within three years | Granary Barn | 13,200 | 12,000 |
| Within five year | Harvey's Barn | 37,000 | 1,480 |

**Accounts for the year ended 31 March 2024**

**Notes to the Accounts**

7 **Tangible Fixed Assets**

| | | Leasehold improvements and garden buildings £ | Fixtures and fittings £ | Garden tools and office equipment £ | Motor vehicles £ | Total £ |
|---|---|---|---|---|---|---|
| **Cost** | At 1 April 2023 | 132,121 | 19,225 | 14,991 | 42,195 | 208,532 |
| | Additions | 0 | 0 | 0 | 0 | 0 |
| | Disposals | 0 | 0 | 0 | 0 | 0 |
| | At 31 March 2024 | 132,121 | 19,225 | 14,991 | 42,195 | 208,532 |
| **Depreciation** | At 1 April 2023 | 132,121 | 19,225 | 14,991 | 33,198 | 199,535 |
| | Charge for the year | 0 | 0 | 0 | 4,499 | 4,499 |
| | Disposals | 0 | 0 | 0 | 0 | 0 |
| | At 31 March 2024 | 132,121 | 19,225 | 14,991 | 37,697 | 204,034 |
| **Net Book Value** | At 31 March 2024 | 0 | 0 | 0 | 4,498 | 4,498 |
| | At 1 April 2023 | 0 | 0 | 0 | 8,997 | 8,997 |

8 **Debtors: Due within one year**

| | 2024 £ | 2023 £ |
|---|---|---|
| Prepayments | 2,782 | 2,613 |
| Other debtors | 17,734 | 13,780 |
| Trade debtors | 42,753 | 63,759 |
| | 63,269 | 80,152 |

9 **Creditors: Due within one year**

| | 2024 £ | 2023 £ |
|---|---|---|
| Accruals and deferred income (see below) | 3,839 | 38,208 |
| Trade creditors | 16,891 | 11,671 |
| | 20,730 | 49,879 |

**Notes to the Accounts**

9 **Creditors: Due within one year (continued)**

| | 2024 | 2023 |
|---|---|---|
| | £ | £ |
| Income deferred to the year ended 31 March 2024 included above: | | |
| Cambridgeshire Community Foundation | 0 | 11,595 |
| Coop | 3,089 | 0 |
| ECDC | 750 | 0 |
| Enabling Activities Trust | 0 | 6,500 |
| Illumina | 0 | 16,113 |
| Three Guineas Trust | 0 | 4,000 |
| | 3,839 | 38,208 |

10 **Related Party Transactions**

There were no related party transactions in the year that required disclosure.

11 **Restricted Funds**

| | Brought forward | Income | Expenditure | Transfers | Carried forward |
|---|---|---|---|---|---|
| | £ | £ | £ | | |
| Aspirations | 0 | 50,221 | 50,221 | 0 | 0 |
| Core Costs | 0 | 25,113 | 25,113 | 0 | 0 |
| Options | 0 | 14,657 | 14,657 | 0 | 0 |
| | 0 | 89,991 | 89,991 | 0 | 0 |

| | |
|---|---|
| Aspirations | Providing life skills training to adults with autistic spectrum conditions. |
| Core Costs | Head Office and support services such as Finance, Facilities and Management costs to support the operational services. |
| Options | Horticultural and educational opportunities for adults with disabilities. Providing transport enabling clients to attend activities. |