



HorshamMatters
Meeting Needs and Improving Lives

2024-2025

ANNUAL REPORT

**Supporting Our
Community,
Changing Lives**



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Reference and Administrative Details of the Company, its Trustees and Advisors for the Year ended March 31st 2025

Horsham Matters Limited (A company limited by guarantee)

Trustees

Mrs L Emery (Chair)
Mr T Murray
Mr G Sherlock - resigned November 2024
Mrs H Pitt
Mrs N Barber
Mr J Pestell
Ms C Watson

Company Registered Number - 05796693
Charity Registered Number - 1116253

Registered Office

Community Support Centre
1 Redkiln Close
Horsham
West Sussex
RH13 5QL

Managing Director

Ms Emma Elnaugh - resigned 25 April 2025

Chief Executive Officer

Mr Kelvin Glen - appointed 1 July 2025

Independent Examiner

Lucy Hammond BSc FCA
Chartered Accountants
Kreston Reeves
Springfield House
Springfield Road
Horsham
West Sussex
RH12 2RG

Bankers

CAF Bank Limited
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

Triodos Bank
Deanery Road
Bristol
BS1 5AS

Shawbrook Bank Lutea
House
The Drive
Warley Hill Business Park,
Great Warley
Brentwood
Essex
CM13 3BE

Flagstone Group
Clareville House
26-27 Oxendon St
London
SW1Y 4EL



Chair's Forward

Mrs Linda Emery



Chair's Forward

On behalf of the trustees of Horsham Matters, I am delighted to introduce our annual report for 2024/25.

In these challenging times, the work of Horsham Matters remains as critical as ever - supporting those in crisis through the provision of food, household essentials, budgeting support and advice. The scale of our work is extremely broad with a range of activities focused on our goals of meeting needs and improving lives. In addition to our core services, over the last year we launched our 'Support on the Move' vehicle; opened a 2nd Connecting Café, and provided Christmas packs and holiday support.

All of the above can only happen thanks to the efforts and generosity of so many people. We are hugely grateful to all our supporters: individual donors, church and corporate partners and grant making organisations.

Thank you also to our amazing team of staff and volunteers, who work with such dedication and determination. A special mention must go to our Managing Director Emma Elnaugh, who has now moved on after 7 years of outstanding service.

We also said goodbye and thank you to trustee Guy Sherlock, who completed his term in November 2024. It has also been a joy to welcome new trustees who joined during the year: James Pestell and Carolyn Watson - bringing strengths in Marketing and Communications, Finance and Charity Governance.

The year ahead will be one of building on recent innovations whilst continuing to deliver our core services. We are in action on developing new approaches to fundraising to sustain our work. And we are delighted to welcome Kelvin Glen as our new CEO.

As we work together to meet the needs of the most vulnerable in our community, we thank God for his provision and ask for His blessing for the year ahead.

Our Vision

Our vision is for a Horsham District where no one has to rely on a food bank to make ends meet.

We believe in a future where every individual and family in our community has the means to live with dignity, without the fear of going hungry or without support in times of crisis.

Our Mission

At Horsham Matters, we exist to serve our local community by ensuring that no one faces hunger or hardship alone.

While we continue to meet urgent needs through emergency food provision and practical crisis support, our mission goes beyond short-term relief. We work collaboratively with partners and individuals across the District to address the underlying causes of poverty and hardship—empowering people through advice, guidance, and long-term solutions.

Until the need for food banks is no more, we remain committed to standing alongside those in crisis, offering compassionate support when it's needed most.



What We Do

Horsham Matters operates a network of Trussell Trust foodbanks across the Horsham District, delivering 16 sessions each week through both static locations and Hub on the Move—our mobile foodbank service that brings essential support directly to local communities.

As the main referrer to the foodbank, we are in direct contact with around 85% of those we support. This frontline role gives us a deep understanding of not only individual needs but also wider trends affecting our community.

We work closely with a range of partner organisations to support people facing increasingly complex challenges—ensuring access to expert advice, practical help, and signposting to relevant services.

Our work is guided by the insight we gather on the ground. We continuously review and adapt our services to reflect the changing needs of those we serve. This means being agile, responsive, and community-focused in everything we do.



The Ongoing Impact of the Cost of Living Crisis

The cost of living crisis has continued to affect individuals and families across the Horsham District. Over the past few years, we have seen an increase in the number of people needing emergency support, driven by rising household costs, inflation, and the failure of incomes, particularly from social security, to keep pace with those costs.

This pressure is being felt not only by those who rely on our services but also by those who have traditionally supported us.

Like many foodbanks across the country, we have experienced continued high demand while facing a decline in food donations. Many of our regular supporters are now managing their own financial challenges, making it harder for them to give as they once did.

As donations continue to fall, we have had to dedicate more of our financial resources to purchasing food. The quantity of items we now need to buy has steadily increased, and our stock levels have remained critically low for extended periods throughout the year.

Despite this, our commitment to supporting the community has not wavered. We continue to adapt and respond with urgency and compassion to ensure that no one is left without the help they need.

Horsham District Foodbank - 10 Years of Service

In 2024, Horsham District Foodbank celebrated its 10th anniversary. Since opening in 2014, the service has grown from providing 119 food parcels per month to approximately 800 per month today, reflecting the increasing demand for support in our community.

Beyond the provision of food, we deliver holistic support to address the root causes of poverty, including household budgeting advice, benefits checks, advocacy and case support, and counselling services. Our Hub on the Move mobile foodbank continues to expand access across the district, reaching residents who may face barriers to visiting a static site.

Our achievements would not be possible without the dedication of our staff, volunteers, and supporters, as well as the trust of the residents we serve.

To mark our 10th anniversary, we launched the £10 for 10 Years campaign to fund ongoing services, alongside the FILL-A-PLATE initiative, encouraging donations to ensure no one goes hungry.

While our ultimate goal is a community where foodbanks are no longer necessary, Horsham District Foodbank remains committed to addressing food poverty and advocating for systemic change. With continued community support, we will maintain and expand our services to meet the growing need.



Horsham District
Foodbank

Together with Trussell

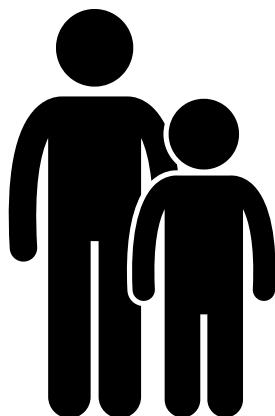
Foodbank Statistics

For the financial year 1 April 2024-31 March 2025

This year, demand for foodbank support remained high, underscoring the continued impact of the cost of living crisis on individuals and families across the Horsham District. Despite a decline in food donations and critically low stock levels, we remained committed to meeting the growing need within our community.

Between 1 April 2024 and 31 March 2025, Horsham Matters distributed a total of 8,475 individual food parcels to people in crisis. This included:

**5,040 parcels
for Adults**



**3,435 parcels
for Children**

These figures reflect not only the scale of need but also the increasing number of households experiencing financial hardship and complex challenges. As a frontline organisation, we continue to stand alongside those in crisis, offering practical support today while working towards a future where no one in our community has to rely on emergency food.

The Tin Trail - A Community Coming Together

As the cost-of-living crisis continued to impact food donations and our stock levels reached critical low levels, we knew we had to get creative again. Inspired by the success of Tintastic the previous year, we launched Tin Trail.

Held at The Bridge Leisure Centre on Tuesday 9 July 2024, the event invited the community to help us create the longest possible line of tin donations. The response was incredible—schools, churches, businesses, community groups, and individuals all joined in to show their support.

We were also thrilled to receive coverage from the BBC, including a radio interview with our Network and Campaigns Lead, Amalia Lovett, which helped us reach even more people across the region and raise awareness of food poverty in our community.

The results were amazing:

- 3,400 tins donated
- A line stretching 300 metres
- A total of 1,684kg of food collected

Thanks to the generosity of our community, we were able to continue to work to ensure that no one in the Horsham District faced hunger alone.

Charity launches Tin Train push to boost donations



HORSHAM MATTERS
The charity says it is continuing to see a huge demand for their service



Winter Support

Winter is always one of the busiest times of the year for Horsham Matters. As temperatures drop, households already under financial strain face rising energy bills and other essential living costs. The festive season can be particularly difficult, with parents feeling additional pressure to provide gifts and festive meals while still struggling to put food on the table.

To help ease this burden, we work in partnership with a wide range of local agencies and care professionals, including GP surgeries, health professionals, social workers, and schools, to identify and support families in need. Together, we provide Christmas parcels that include food for a festive meal and gifts for children, helping to bring some relief and joy during what can be a challenging time.

For the first time, we invited members of the public to take part in community packing sessions. These sessions allowed local residents, including children aged 10 and over, accompanied by a guardian, to help us prepare the Christmas parcels. The response was overwhelmingly positive, with many people signing up and offering their time to support others in their community. The feedback from those who took part was enthusiastic and encouraging, with participants expressing a strong sense of connection and purpose.

We would also like to thank Horsham District Council for their generous donation of family cinema tickets to The Capitol that we were able to include in the Christmas parcels, giving families the opportunity to enjoy time together and create special memories during the holidays.



Winter Support

We are especially grateful to our corporate partners who generously gave their time to support this initiative. Teams from Schroders/Benchmark, RSA, BDO, STYKR, Perfect Group, and People's Partnership volunteered in our foodbank warehouse to help pack the parcels. We also thank Wincanton and Perfect Group for assisting with deliveries across the District.

Thanks to this collaborative effort, we were able to deliver **398** Christmas parcels to local families in 2024, ensuring they felt supported and remembered during the festive season.

THANK YOU TO OUR CORPORATE VOLUNTEERS



Food Partnership Group

As the cost of living crisis continued to place financial strain on households across the District, we continued to support residents struggling to afford the basics, especially food, which is often the most squeezed part of a family's budget. In response to this rising need, Horsham Matters joined forces with other local charities and organisations working to tackle food poverty, forming the Food Partnership Group.

The aim of the group is simple: to be stronger together. By collaborating, we are able to share knowledge, coordinate resources, and support one another in delivering food provision more effectively across the Horsham District.

We are incredibly grateful for the support and funding received from West Sussex County Council and Horsham District Council, which has helped us to develop and sustain this partnership.

Looking ahead, we plan to develop the Food Partnership Group further, expanding its reach, deepening collaboration, and joining forces with other food partnerships across Sussex. By working together at a regional level, we hope to amplify our collective voice and ensure the needs of our communities are clearly heard by decision-makers.

Together, we are building a more connected, informed, and responsive approach to addressing food insecurity in our local communities.

"Horsham Matters have been a fantastic supporter of the Wholesome Warehouse since we opened our doors in Storrington in the Summer of 2020. We collaborate, inspire, encourage and partner together to serve the district's most materially vulnerable and hugely value being part of the Food Partnership Group that Horsham Matters set up to share and coordinate resources and ideas. As a young charity we have benefited enormously from their generosity both in terms of shared funding opportunities and food which we distribute through our Food Box Scheme. We are huge advocates of what Horsham Matters are doing and it's a privilege to partner together in this work."

Simon from Wholesome Warehouse

Connecting Café

Our Connecting Café continues to be a vital community hub, offering a warm and welcoming space for those experiencing social isolation and food poverty.

Access to advice is crucial for many of our visitors, and our Talking Tables initiative has made this possible. Throughout the year, guests have had the opportunity to speak directly with advice experts. We were pleased to welcome organisations such as the NHS Prevention and Assessment Team, Mencap, Carer Support, Community Energy Pathway and the West Sussex Fire & Rescue Service, who generously provided their time and expertise at our Talking Tables.

In November, with support from National Lottery Awards for All funding, we were delighted to expand this provision by opening a second Connecting Café in Pulborough, continuing the same mission of community connection, support, and access to advice.

We are very grateful to have received funding for our Connecting Café 2 – Pulborough from EKCT.

“The Connecting Cafe (in Pulborough) has become a very welcome hub to the village. It is affordable for all, friendly, welcoming with great value food. I enjoy going for just a drink or for food. I often accompany a friend who has additional needs. He doesn’t always have the funds to pay, so Horsham Matters will provide the meal for free for him and those that need it. I know that is much appreciated. It’s a fabulous community initiative and is most welcome, especially with the support of Horsham Matters.”

Grateful resident and customer

Household Essentials

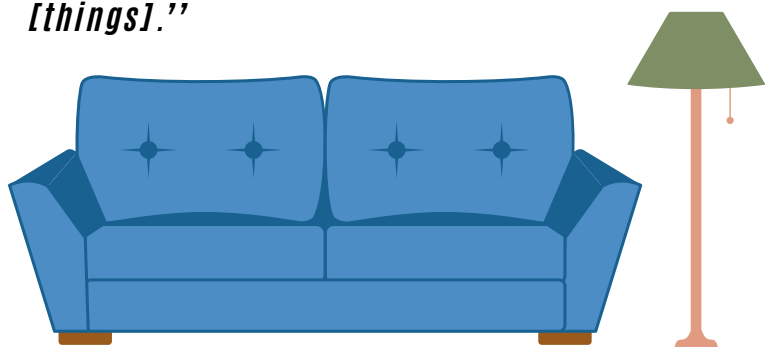
As the Cost of Living Crisis persisted, demand for household goods remained high. We supported 74 households, including 29 families, providing a total of 458 essential items. These included beds, chest of drawers, sofas, kitchen packs, and other basics needed to help people set up a safe and comfortable home. A significant number of these items were generously donated by local residents.

Due to ongoing demand, we've continued to purchase essential items such as mattresses, bed frames, air fryers, kettles, and microwaves to supplement the generous donations we receive. This year, we also began working with the Charis Shop, which has enabled us to supply white goods more efficiently and cost-effectively.

We were also able to provide 54 white goods, including washing machines and cookers, to residents experiencing hardship, helping to create safer, more functional homes for those most in need.

Our heartfelt thanks to Laing Family Trusts for their funding support, which enabled us to purchase much-needed items and continue delivering this vital service.

"After fleeing domestic abuse, I had nothing, I slept on the floor for a while, until I could afford to purchase second hand items... having the furniture pack made a huge difference and made me feel that there was one less thing to worry about and I could add to it slowly. It made the temporary accommodation feel more homely. This meant I could focus on other [things]."



Addressing The Root Causes of Poverty

While our food bank provides vital emergency support, our ultimate goal is that residents no longer need to rely on it. That's why we offer a range of holistic services that tackle the root causes of poverty, helping individuals move toward long-term stability.

Our Advocacy Team provides personalised support, including:

- Benefits assessments
- Assistance with PIP and other benefit applications
- Budgeting advice
- Referrals to specialist agencies
- Income maximisation
- General advice and guidance

This work can have a transformational impact, empowering clients and, in many cases, preventing the need for ongoing crisis support.

Client Support and Financial Outcomes

During this financial year, our team supported 103 clients, providing tailored advice, guidance, and practical assistance to help improve their financial wellbeing.

Through direct interventions, we achieved actual financial gains of £65,189.80 for clients. In addition, further potential gains of £34,564.95 were identified through signposting and referrals to partner agencies and support services.

These outcomes demonstrate the significant impact of our work in helping local residents maximise their income, access the support they are entitled to, and build greater financial stability.

Support On The Move: Expanding Our Reach

As part of our commitment to removing barriers and reaching those who may not access services in the town centre, we launched our Support on the Move advice hub in June 2024. This fully-equipped mobile advice service travels to surrounding villages, helping to ensure that residents in rural and isolated communities can access the support they need—when and where they need it most.

This project was only possible thanks to the generous support of GTR Railways, Horsham District Council, the Shanly Foundation, the Ian Askew Charitable Trust and the Sussex Community Foundation. This funding helped us repurpose the vehicle and recruit two dedicated Outreach Advisors, who provide advice and guidance directly in the community, supported by two drivers who manage the logistics and operation of the service.

We are also incredibly grateful to Octotech for donating equipment, which ensures our mobile team can stay connected and offer real-time digital support wherever they are.

To maximise the impact of the mobile advice hub, we partnered with different organisations across the district, offering targeted support and ensuring our services reach those who need them most. We are proud to be working in partnership with several key organisations on board our advice hub, including Age UK, Carers Support, Citizens Advice, the Alzheimer's Society, and many others.

This collaborative approach ensures that a wide range of services are accessible in one place, helping residents get the right support quickly and easily.



Supporting Families, Building Futures

We were also thrilled to be selected as a finalist in the Horsham District Council People's Budget, The Public Vote, and even more excited to win funding for our new Mobile Toy Library.

This initiative aims to ensure that every child has access to engaging, educational toys, and will now travel alongside our advice hub, bringing not only practical advice but a helpful resource for families with young children, further strengthening our preventative and holistic approach to community support.

Together, these initiatives reflect our continued focus on early intervention, community connection, and collaboration, ensuring that no one is left behind.



Mental Health Support

We were very fortunate to be able to offer mental health support to clients experiencing food poverty. This service had a profound impact, as many individuals were unable to address their financial challenges due to underlying mental health issues.

Thanks to the dedication of our volunteer counsellor, Chriss Abell, many residents were able to access the emotional support they needed in order to begin their journey out of poverty. Although she retired in April 2025, we remain deeply grateful for the time, care, and expertise she so generously gave. Her work made a lasting difference in the lives of those who might otherwise never have received this vital help.

In the past year, counselling support was provided to three clients—lower than usual due to her absence for part of the year—but her commitment and compassion have left a positive and enduring impact on our community.



Collaborating for Community Impact

The Community Support Forum continues to demonstrate the power of working together. With 35 active member organisations, the forum remains focused on prioritising the needs of local residents, sharing ideas, tackling challenges, and collaborating for the benefit of our community. We are incredibly grateful to all our members for their ongoing commitment and collective strength—proof that we are truly stronger together.

As we look ahead, we'll be reviewing the group's structure and purpose, and inviting other organisations to join us.

Together, we believe we can not only respond to immediate needs, but also create lasting, systemic change that improves the lives of residents across our district.



The Heart of Our Work: Our Volunteers

Our organisation simply would not run without the incredible support of our volunteers. We are truly blessed to have so many generous individuals giving their time, energy, and skills to support our work. Their contribution is at the heart of everything we do—we simply couldn't offer the range of services we provide without them.

Over the past year, our volunteers gave an outstanding 9,627 hours of their time. That's a remarkable reflection of their dedication to our mission and community.

We've continued to strengthen our volunteer induction process and provide valuable training to ensure every volunteer feels supported and equipped in their role. But it wasn't all work, we made time for fun, too! From social gatherings to events like our late-night shopping evening at the Love It Again shop, we took time to celebrate the amazing people who make our work possible.

Behind every service we offer is a volunteer giving their time, their heart, and their skills, worth over £110,000 this year alone!



Raising Funds Through Retail & Community Support

We continue to generate vital income through the sale of donated goods, helping to fund our services and support residents in crisis. Our much-loved vintage and retro shop, Love It Again, plays a key role in this, offering high-quality second-hand treasures while raising awareness of our work.

Our online shop, which focuses on selling larger furniture items, is another valuable fundraising channel. We're excited to share that this platform will soon be upgraded to improve the customer experience. We're incredibly grateful to Envitia for generously donating their time and expertise to support this website development. Their contribution will help make our online store more accessible, user-friendly, and impactful.

In December, Love It Again joined the festive spirit by taking part in Horsham District Council's Christmas Magic Display Competition, and we were thrilled to be voted the Public's Choice Charity Display Winner! This not only brought joy to our deserving team and our loyal customers, but also raised our profile in the local community.



Through these initiatives, and with the continued support of local donors, shoppers, and partners, we are strengthening our ability to fund services that make a meaningful difference every day.

Fundraising Highlights

This year saw a number of exciting fundraising events that brought our community together and raised vital funds to support our work.

In May 2024, our staff took part in the Charity Chase. The staff was split into two teams, Blue and Green, they competed against each other to raise the most funds in a single day. Each team visited local businesses and completed allocated challenges in exchange for donations to their collection buckets. There were some quirky challenges along the way, making it a fun and memorable day for everyone involved.



Thanks to Cripps, The Star Roffey, Sumner's Pond, Waitrose, Norfolk Arms, Octotech, Seofon, Major Mind Games, Swan Walk, Green People, Slinfold Golf, Metricell, Saxon Weald, Malt Shovel, The Coot, Red Deer, Foresters, Piries, Horsham Tap, Studio 2, Durrants, Weinerberger, Grizzly's, Horsham District Council, Holbrook Club, Brolly Brewing and Anchor Tap for their participation and support.

In June 2024, we hosted our 2nd annual Golf Day at Slinfold Golf & Country Club, bringing together supporters for a day of sport, camaraderie, and fundraising.

On Saturday 22 June, we also ran a Sponsored Dog Walk in Horsham Park. Participants joined one of the afternoon sessions with their four-legged companions, collecting dog treats along the route while raising funds.

Fundraising Highlights

In September 2024, our first-ever Glass Walk took place, where brave individuals walked barefoot across broken glass to raise money for Horsham Matters, including our newly appointed MP, John Milne. It was an inspiring event that showcased both courage and generosity.



Special thanks to JR Print, Envitia for hosting a raffle and participating in our glass walk, Rapid Relief Team UK for the BBQ and to The Holbrook Club for allowing us to use their venue.

In December 2024, we hosted our second annual Merry Melodies Christmas Concert at the beautiful St Mary's Church in Horsham which featured performances by contemporary gospel choir, Singergy and the Christmas Chamber Choir.



This stunning venue provided the perfect backdrop for an evening filled with festive cheer, music, and goodwill. The event was generously sponsored by Howden.

In January 2025, we ran a highly successful Christmas Tree Collection, removing over 100 trees in just two days. This practical and eco-friendly service not only raised funds but also strengthened our engagement with the local community.

These events served to generate much-needed income but also helped to raise awareness of our work and build lasting relationships with supporters across the district. We're deeply grateful to everyone who took part, donated, or helped make these events such a success.

Community Working Together

Everything we do as a charity is only possible because of our generous supporters, from corporate partners, regular givers, and individual donors.

We are also deeply grateful to our local community, including churches, schools, community groups, businesses, Horsham District Council and West Sussex City Council. They have stood by us during challenging times, first through Covid and now the cost-of-living crisis.

While we work tirelessly to meet the needs of people facing financial hardship, we know we are supported by a community that cares. Together, we can hold on to the hope that meaningful change is possible and that one day, reliance on emergency food will no longer be necessary.

Thank you for standing with us.



Campaigning for Change

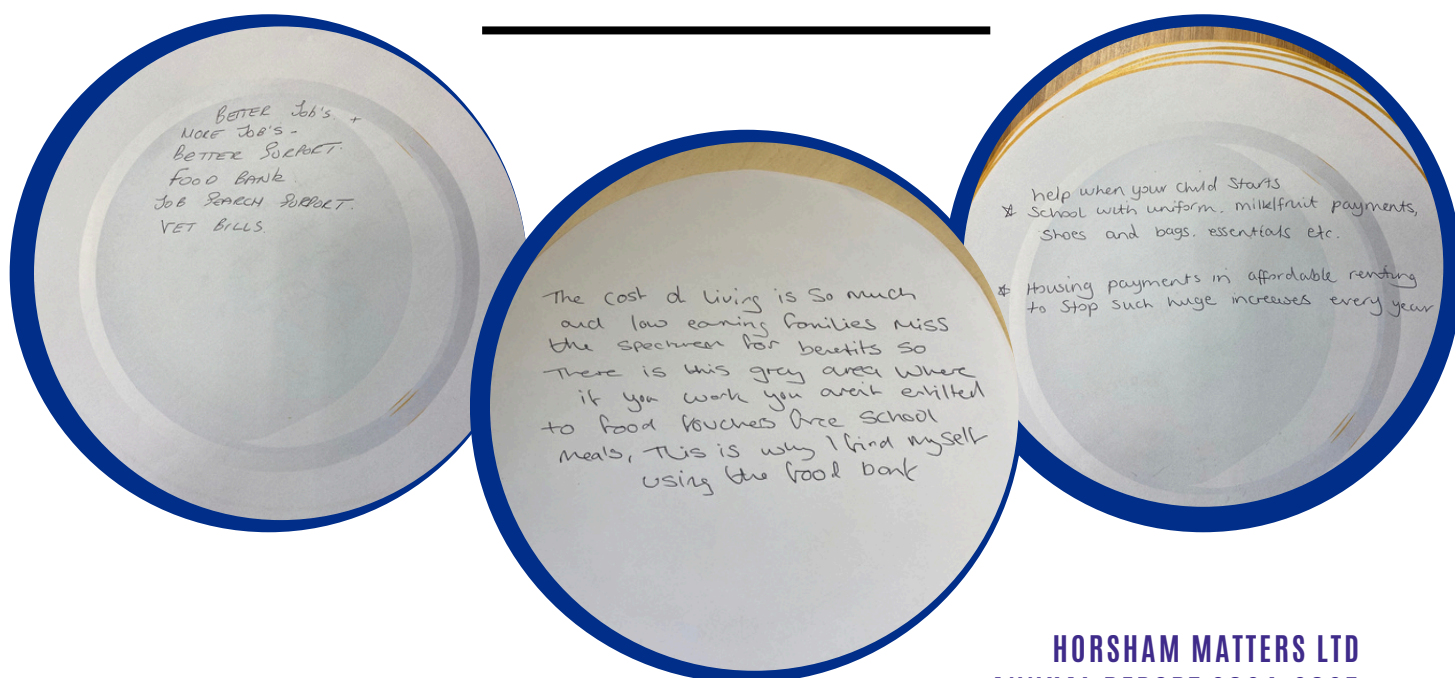
We continued to actively support the Trussell Trust Essentials Guarantee campaign, which calls on all political parties to ensure that Universal Credit payments are sufficient to cover household essentials.

As part of this work, we also participated in Trussell Trust's Laying it on the Table campaign. Residents were invited to share their experiences of hardship and hope, writing down what would help them most or what they find most challenging. These messages were shared with local decision-makers, including John Milne, Horsham MP, to highlight community support for the Guarantee our Essentials campaign. The goal was to ensure policymakers understood that the community stands together in calling for change, so no one needs a food bank to survive.

Research from Trussell Trust highlights the ongoing need for action:

- 48% of people claiming Universal Credit ran out of food in the past month and did not have enough money to buy more.
- An estimated 1.6 million people claiming Universal Credit have needed to use a food bank in the past 12 months.

*Trussell research from September 2024



Thank you, Emma

This year, we said a fond farewell to our Managing Director, Emma Elnaugh, after seven years of transformative leadership.

Emma joined Horsham Matters during a challenging time and led the charity through a remarkable turnaround. Under her guidance, we evolved from a food parcel provider into a respected, holistic support organisation—helping individuals not only in crisis but on their journey out of poverty.

Through her vision and tireless work, Emma built strong partnerships, strengthened our services, and positioned Horsham Matters as a trusted voice in the sector. Her legacy is one of compassion, collaboration, and lasting impact.

We're incredibly grateful for everything Emma has given to Horsham Matters and wish her every success in her next chapter.



Financial Review

Organisational Structure:

In the past year, we were fortunate enough to exceed our income expectations, leaving us to end the year with a positive outcome. However, we were very aware of the need to continue to build up reserves to cover our expenditure going forward, given that we knew the Trussell Trust Pathfinder grant would end in March 2025. Our budget for 2025/26 anticipates a deficit, for which we will need to use some reserves, whilst we build up alternative sources of income to cover our planned expenditure.

Going Concern

The Trustees continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Risk Management

The Trustees regularly review the Risk Management action plan, with a view to ensuring that the most significant risks have been identified and appropriate actions are being taken to mitigate against them.

Treasury Policy

The Charity seeks to produce the best financial return within an acceptable level of risk. At the same time, the Charity seeks to retain sufficient liquidity to enable the Charity to cover its on-going operational expenses and respond to arising needs. We use Flagstone, an investment portal, which gives access to a range of interest-bearing bank accounts (notice and fixed interest accounts). The portal enables the Charity to invest and transfer funds across a diverse range of financial institutions and to monitor interest rates, liquidity and Financial Services Compensation Scheme (FSCS) limits by institution. Funds remain readily accessible whilst accessing optimum interest rates and protection by the FSCS.

Financial Review

Reserves Policy

The Trustees have agreed to hold sufficient reserves for 6 months operating costs and a proportion of statutory and other costs that would be incurred if the charity was required to shut down fully or in part. As of 31 March 2025, total funds held were £707,661 (2024: £639,121) of these £140,696 (2024: £75,223) were held in restricted funds and £566,965 (2024: £563,898) as unrestricted funds. After taking account of the £25,089 (2024: £41,156) tied up in fixed assets, the charity had free reserves at the year-end of £541,876 (2024: £522,742).



Looking ahead

Although appointed just after the close of this financial year, we were pleased to welcome our new CEO, Kelvin Glen, in July 2025. We look forward to working with him as we build on the strong foundation laid over recent years.

Our plans for next financial year are as follows...

<div>Strengthen Core Operations and Staff Stability</div> <div>In the year ahead, we will focus on delivering our core services effectively, while reviewing internal processes and prioritising staff wellbeing and retention to ensure long-term organisational stability.</div>	<div>Evaluate and Consolidate Services</div> <div>We will assess the impact and effectiveness of our current services, identifying opportunities to streamline and strengthen our offer to ensure we are meeting community needs as effectively as possible.</div>
<div>Expand the Mobile Toy Library</div> <div>We will develop and deliver our Mobile Toy Library, ensuring it reaches a broad and diverse range of families, while fulfilling the commitments outlined in our grant agreement.</div>	<div>Develop a Sustainable Fundraising Strategy</div> <div>Following the loss of Trussell Trust funding, we will prioritise the development of a robust and diversified fundraising strategy to ensure the long-term sustainability of our charity and our continued ability to support the local community.</div>

Structure, Governance and Management

Organisational Structure:

Horsham Matters evolved from a social action arm of Horsham Churches Together to become the independent charity it is now. A collaborative agreement exists between both organisations.

The Charity develops its own initiatives but is open to considering projects identified by others, including Horsham Churches Together; these must be sustainable and meet the aims and objectives of the Charity.

Day to Day management of the charity is delegated to the Chief Executive Officer. The Board of Trustees generally meet on a monthly basis: setting strategy; reviewing activities; monitoring finances; giving direction to the Chief Executive Officer.

Trustees:

The directors of the charitable company are its trustees for the purposes of charity law. The names of the trustees who were in office during the year are listed on Page 1.

Recruitment and Appointment of Trustees:

Future trustees will be appointed on the basis that they are supportive of the work the charity undertakes as well as for the skills they offer which will benefit the outcomes of the charity.

Induction and Training of New Trustees:

We are fortunate to have a number of trustees that have been closely involved with the charity for a long period of time and therefore bring a great deal of knowledge and experience. We offer newly appointed trustees training opportunities as they arise, as well as individual support in getting to know the charity and their role within it as a trustee.

Staff Remuneration Policy:

Remuneration is set with reference to market rates for similar roles and with respect to roles and responsibilities within the charity itself.

Related Parties:

Horsham Matters has a trading subsidiary, Horsham Matters Trading Limited, to handle activities that are not directly related to their charitable activities. Horsham Matters Trading Limited is a company limited by guarantee in England and Wales (Co.Reg.No.07100984) and was incorporated on 10 December 2009.



Statement of Trustees' Responsibilities

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales 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 charity and of the incoming resources and application of the charity for that period. In preparing the 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 accounting standards have been followed, subject to 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 to operate

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) regulations 2008 and the trust deed. 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.

This report was approved by the trustees on: 11 November 2025

And signed on their behalf by:

Mrs L Emery
Trustee



Closing Reflections

Horsham Matters exists not only to deliver essential services, but to uphold dignity, foster hope, and build stronger, more resilient communities. The work carried out over the past year reflects a collective commitment – from staff, volunteers, partners, and supporters – to ensure that no one in Horsham District faces hardship alone.

The challenges remain considerable, and the needs across the district continue to grow. Yet, what continues to shine through is the resilience of those accessing support, the generosity of the local community, and the strength of partnerships built around a shared purpose.

Every act of kindness, every hour volunteered, and every donation received is a testament to what is possible when a community comes together. These contributions are not only sustaining vital services – they are helping to shape a future rooted in prevention, compassion, and lasting change.

As Horsham Matters moves into the year ahead, the focus remains clear: to continue responding to immediate need, while working strategically to address the root causes of poverty and hardship. This work is only possible through continued collaboration and support.

Thank you to all who have contributed to this mission. Together, meaningful and lasting change remains within reach.





Horsham**Matters**

Meeting Needs and Improving Lives

Horsham Matters Limited
(A company limited by guarantee)

Independent examiner's report
For the year ended 31 March 2025

Independent examiner's report to the Trustees of Horsham Matters Limited ('the company')

I report to the charity Trustees on my examination of the accounts of the company for the year ended 31 March 2025.

This report is made solely to the charity's Trustees in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the charity's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's Trustees for my work or for this report.

Responsibilities and basis of report

As the Trustees of the company (and its directors 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 under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the company's accounts 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 statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of ICAEW, which is one of the listed bodies.

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of 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
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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.

Signed: *Kreston Reeves LLP*

Dated: 17 November 2025

Lucy Hammond

BSc FCA

Kreston Reeves LLP, Springfield House, Springfield Road, Horsham, West Sussex, RH12 2RG

Horsham Matters Limited
(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 March 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations and legacies	2	240,285	14,434	254,719	224,722
Charitable activities	3	-	346,812	346,812	315,863
Other trading activities		180,686	-	180,686	181,579
Investments	4	12,161	-	12,161	9,106
Other income		402	-	402	557
Total income		433,534	361,246	794,780	731,827
Expenditure on:					
Raising funds		267,992	12,365	280,357	277,034
Charitable activities		162,475	283,408	445,883	441,121
Total expenditure		430,467	295,773	726,240	718,155
Net movement in funds		3,067	65,473	68,540	13,672
Reconciliation of funds:					
Total funds brought forward		563,898	75,223	639,121	625,449
Net movement in funds		3,067	65,473	68,540	13,672
Total funds carried forward		566,965	140,696	707,661	639,121

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 38 to 59 form part of these financial statements.

Horsham Matters Limited
(A company limited by guarantee)
Registered number: 05796693

Balance sheet
As at 31 March 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	10	24,989	41,056
Investments	11	100	100
		25,089	41,156
Current assets			
Debtors	12	68,873	71,500
Cash at bank and in hand		639,622	676,955
		708,495	748,455
Current liabilities			
Creditors: amounts falling due within one year	13	(25,923)	(150,490)
Net current assets		682,572	597,965
Total net assets		707,661	639,121
Charity funds			
Restricted funds	14	140,696	75,223
Unrestricted funds	14	566,965	563,898
Total funds		707,661	639,121

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


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

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

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

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

Mrs L Emery
 (Chair of Trustees)
 Date:


 11.11.25

The notes on pages 38 to 59 form part of these financial statements.

Horsham Matters Limited
(A company limited by guarantee)

Statement of cash flows
For the year ended 31 March 2025

	2025 £	2024 £
Cash flows from operating activities		
Net cash used in operating activities	(49,494)	34,576
Cash flows from investing activities		
Dividends, interests and rents from investments	12,161	9,106
Purchase of tangible fixed assets	-	(3,083)
Net cash provided by investing activities	12,161	6,023
Change in cash and cash equivalents in the year	(37,333)	40,599
Cash and cash equivalents at the beginning of the year	676,955	636,356
Cash and cash equivalents at the end of the year	639,622	676,955

The notes on pages 38 to 59 form part of these financial statements

Notes to the financial statements
For the year ended 31 March 2025

1. Accounting policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Horsham Matters Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are presented in Sterling (£) and rounded to the nearest £1.

A summary of the significant accounting policies is set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Consolidation

The charity and its subsidiary comprise a small group. The company has therefore taken advantage of the exemption provided by section 399 of the Companies Act 2006 and section 24 of the SORP not to prepare group financial statements.

1.3 Company status

The charity is a company limited by guarantee and registered in England and Wales. The registered address and company number is listed on the reference and administrative details of charity, its trustees and advisers page.

1.4 Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements.

Notes to the financial statements
For the year ended 31 March 2025

1. Accounting policies (continued)

1.5 Income

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

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Income from other trading activities arises mainly from the sale of donated goods. It is impracticable to fair value the stock items due to the volume of the low value items, therefore the sale of donated goods is not recognised in the financial statements until they are sold in line with SORP(FRS 102).

Income from charitable activities is related to performance and is accounted for as the charity earns the right to consideration by its performance.

Where income is received in relation to future periods it is included in the accounts as deferred income.

Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. A corresponding amount is recognised in expenditure.

No amount is included in the financial statements for volunteer time in line with SORP (FRS 102). Further detail is given in the Trustees' Annual Report.

1.6 Grants

Grants are accounted for under the performance model. Grant income is recognised as follows:

- a grant that does not impose specified future performance-related conditions on the recipient is recognised in income when the grant proceeds are received or receivable;
- a grant that imposes specified future performance-related conditions on the recipient is recognised in income only when the performance-related conditions are met; and
- grants received before the revenue recognition criteria are satisfied are recognised as a liability.

Grants are allocated to unrestricted reserves unless there is a specific restriction placed on the grant by the donor and are carried forward to future periods if the provision of service spans the financial year.

Notes to the financial statements
For the year ended 31 March 2025

1. Accounting policies (continued)

1.7 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Charitable activities and Governance costs are costs incurred on the charity's operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities.

Irrecoverable VAT is charged as an expense and is allocated to the cost of generating shop income and the cost of charitable activities on an equal basis.

Grants payable to third parties are within the charitable objectives. Where unconditional grants are offered, this is accrued as soon as the recipient is notified of the grant, as this gives rise to a reasonable expectation that the recipient will receive the grants. Where grants are conditional relating to performance then the grant is only accrued when any unfulfilled conditions are outside of the control of the charity.

1.8 Support costs allocation

Support costs are those 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 cost of generating shop income and expenditure on charitable activities on a basis consistent with use of resources.

1.9 Interest receivable

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

1.10 Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Notes to the financial statements
For the year ended 31 March 2025

1. Accounting policies (continued)

1.11 Tangible fixed assets and depreciation

Tangible fixed assets costing £250 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

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

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Short-term leasehold property	- 5 and 15 years
Motor vehicles	- 3 years
Computer equipment	- 3 years
Skate ramps	- 5 years

1.12 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

1.13 Debtors

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

1.14 Cash at bank and in hand

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

1.15 Liabilities and provisions

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

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

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

Notes to the financial statements
For the year ended 31 March 2025

1. Accounting policies (continued)

1.16 Financial instruments

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

1.17 Operating lease commitments

Rentals paid under operating leases are charged to the Statement of financial activities on a straight-line basis over the lease term.

1.18 Pensions

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

1.19 Other employee benefits

When employees have rendered a service to the charity, short term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

Settlement costs are recognised when notice has been given to the employee.

1.20 Fund accounting

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

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

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

Horsham Matters Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2025

2. Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Donations	240,285	14,434	254,719

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Donations	196,546	28,176	224,722

3. Income from charitable activities

	Restricted funds 2025 £	Total funds 2025 £
Charitable activities	346,812	346,812

	Restricted funds 2024 £	Total funds 2024 £
Charitable activities	315,863	315,863

Horsham Matters Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2025

4. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £
Interest receivable	12,161	12,161

	Unrestricted funds 2024 £	Total funds 2024 £
Interest receivable	9,106	9,106

5. Independent examiner's remuneration

	2025 £	2024 £
Fees payable to the company's independent examiner for the independent examination of the company's annual accounts	2,700	2,600
Fees payable to the company's independent examiner in respect of:		
Preparation of financial statements	2,675	2,650
Advisory services not included above	-	950

6. Staff costs

	2025 £	2024 £
Wages and salaries	354,748	349,227
Social security costs	23,437	22,078
Contribution to defined contribution pension schemes	7,224	6,894
	385,409	378,199

Notes to the financial statements
For the year ended 31 March 2025

6. Staff costs (continued)

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

	2025 No.	2024 No.
Raising funds	5	7
Charitable activities	9	11
Support	7	1
	21	19

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025 No.	2024 No.
In the band £60,001 - £70,000	1	-

Key Management Personnel

	2025 £	2024 £
Wages and salaries	94,437	82,700
Social security costs	10,522	9,007
Other pension costs	2,077	2,024
	107,036	93,731

The charity considers its key management personnel during the year to be the Managing Director and Deputy Charity Manager (2024: Managing Director and Operations Manager).

Horsham Matters Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2025

7. Analysis of expenditure - cost of raising funds

	Direct costs	Support	Total
	2025	costs	funds
	£	2025	2025
		£	£
Shop expenses	16,710	-	16,710
Wages	84,564	37,787	122,351
Social security	3,913	4,461	8,374
Employer pension contribution	1,697	793	2,490
Premises expenses	88,301	7,667	95,968
Light and heat	7,717	-	7,717
Vehicle running costs	7,304	-	7,304
Telephone	1,030	-	1,030
Sundry expenses	493	-	493
Insurance	1,857	-	1,857
Accountancy fees	-	5,077	5,077
Other legal and professional fees	-	2,148	2,148
Bank charges	3,067	-	3,067
Depreciation	4,017	-	4,017
Cost of raising voluntary income	1,754	-	1,754
	222,424	57,933	280,357

Horsham Matters Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2025

	Direct costs 2024 £	Support costs 2024 £	Total funds 2024 £
Shop expenses	12,707	-	12,707
Wages	94,460	29,447	123,907
Social security	4,402	3,373	7,775
Employers pension contribution	1,694	726	2,420
Premises expenses	79,444	6,209	85,653
Light and heat	9,150	-	9,150
Vehicle running costs	11,098	-	11,098
Telephone	1,114	-	1,114
Sundry expenses	53	-	53
Insurance	1,794	-	1,794
Accountancy fees	-	6,711	6,711
Other legal and professional fees	-	3,232	3,232
Bank charges	2,983	-	2,983
Depreciation	6,617	-	6,617
Costs of raising voluntary income	1,820	-	1,820
	<u>227,336</u>	<u>49,698</u>	<u>277,034</u>

Included in costs of raising funds is restricted expenditure of £12,365 (2024: £1,845).

Horsham Matters Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2025

8. Analysis of expenditure - charitable activities

	Direct costs	Support	Total
	2025	costs	funds
	£	2025	2025
		£	£
Wages	207,206	25,191	232,397
Social security	12,089	2,974	15,063
Employers pension contribution	4,206	528	4,734
Crisis direct expenses	23,937	-	23,937
Foodbank direct expenses	41,443	-	41,443
Premises expenses	51,259	1,917	53,176
Light and heat	1,929	-	1,929
Vehicle running costs	14,832	-	14,832
Project costs	6,645	-	6,645
Telephone	1,029	-	1,029
Printing, postage and stationery	4,007	-	4,007
Sundry expenses	11,266	-	11,266
Office expenses	7,920	-	7,920
Insurance	2,786	-	2,786
Travel and subsistence	1,098	-	1,098
Staff training and welfare	3,869	-	3,869
Accountancy fees	-	5,077	5,077
Other legal and professional fees	-	2,625	2,625
Depreciation	12,050	-	12,050
	407,571	38,312	445,883

Horsham Matters Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2025

	Direct costs 2024 £	Support costs 2024 £	Total funds 2024 £
Wages	205,870	19,631	225,501
Social security	12,054	2,249	14,303
Employers pension contribution	3,809	484	4,293
Crisis direct expenses	13,209	-	13,209
Foodbank direct expenses	38,409	-	38,409
Premises expenses	49,513	1,552	51,065
Light and heat	2,287	-	2,287
Vehicle running costs	22,533	-	22,533
Project costs	301	-	301
Telephone	1,114	-	1,114
Printing, postage and stationery	3,663	-	3,663
Sundry expenses	37	-	37
Office expenses	26,785	-	26,785
Insurance	2,691	-	2,691
Travel and subsistence	1,061	-	1,061
Staff training and welfare	3,355	-	3,355
Accountancy fees	-	6,711	6,711
Other legal and professional fees	-	3,951	3,951
Depreciation	19,852	-	19,852
	<u>406,543</u>	<u>34,578</u>	<u>441,121</u>

Included within costs of charitable activities is restricted expenditure of £283,408 (2024: £389,196).

Included within costs of charitable activities are governance costs of £5,375 (2024: £6,200) relating to accountancy fees.

Horsham Matters Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2025

9. Trustees' remuneration and expenses

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

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

10. Tangible fixed assets

	Skate ramp £	Motor vehicles £	Building alterations £	Computer equipment £	Total £
Cost or valuation					
At 1 April 2024	24,101	45,464	111,597	47,204	228,366
At 31 March 2025	24,101	45,464	111,597	47,204	228,366
Depreciation					
At 1 April 2024	24,101	45,464	75,503	42,242	187,310
Charge for the year	-	-	13,380	2,687	16,067
At 31 March 2025	24,101	45,464	88,883	44,929	203,377
Net book value					
At 31 March 2025	-	-	22,714	2,275	24,989
At 31 March 2024	-	-	36,094	4,962	41,056

Horsham Matters Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2025

11. Fixed asset investments

	Investments in subsidiary companies £
Cost or valuation	
At 1 April 2024	100
	<hr/>
At 31 March 2025	100
	<hr/> <hr/>
Net book value	
At 31 March 2025	100
	<hr/>
At 31 March 2024	100
	<hr/> <hr/>

Principal subsidiaries

The following was a subsidiary undertaking of the company:

Name	Company number	Registered office or principal place of business	Principal activity
Horsham Matters Trading Limited	07100984	1 Redkiln Close, Horsham, RH13 5QL	Dormant

Holding

100%

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit for the year £	Net assets £
Horsham Matters Trading Limited	2	(756)	758	793

Horsham Matters Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2025

12. Debtors

	2025 £	2024 £
Due within one year		
Trade debtors	10,240	5,315
Amounts owed by group undertakings	-	967
Other debtors	4,716	3,988
Prepayments and accrued income	53,917	61,230
	68,873	71,500

13. Creditors: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	8,551	13,761
Other taxation and social security	8,807	6,452
Other creditors	1,619	14,255
Accruals and deferred income	6,946	116,022
	25,923	150,490

Included within other creditors is £209 (2024: £12,951) in respect of cash held on behalf of the Food Partnership Group. This initiative was set up during 2024 by Horsham Matters and Age UK, Pulborough Pantry, Upper Beeding Hub and Wholeome Warehouse, addressing food poverty across the district. The associated cash movements are recorded separately by Horsham Matters as they arise.

Deferred income is in relation to grants for the provision of services received in advance.

	2025 £	2024 £
Deferred income at 1 April 2024	109,918	111,577
Resources deferred during the year	-	136,943
Amounts released from previous periods	(109,918)	(138,602)
	-	109,918

Horsham Matters Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2025

14. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Balance at 31 March 2025 £
Unrestricted funds				
Designated funds				
Food provision	75,000	-	-	75,000
General funds				
General Fund	488,898	433,534	(430,467)	491,965
Total Unrestricted funds	563,898	433,534	(430,467)	566,965
Restricted funds				
Fuel Poverty	11,508	259	(11,218)	549
Crisis	11,956	23,175	(35,131)	-
Foodbank	33,178	320,523	(248,277)	105,424
Horsham Churches Together	1,818	14,434	-	16,252
Household storage	1,471	-	(72)	1,399
Hub On The Move	6,000	1,780	-	7,780
Sussex Community Foundation	7,000	-	-	7,000
Young Peoples Support	2,292	-	-	2,292
Advice Project	-	1,075	(1,075)	-
	75,223	361,246	(295,773)	140,696
Total of funds	639,121	794,780	(726,240)	707,661

Horsham Matters Limited
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2025

14. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
Unrestricted funds					
Designated funds					
Food provision	75,000	-	-	-	75,000
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
General funds					
General Fund	428,224	387,788	(327,114)	-	488,898
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total Unrestricted funds	503,224	387,788	(327,114)	-	563,898
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

Horsham Matters Limited
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Notes to the financial statements
For the year ended 31 March 2025

14. Statement of funds (continued)

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
Restricted funds					
Fuel Poverty	5,627	9,817	(3,936)	-	11,508
Moto in the Community Trust	260	-	(260)	-	-
Crisis	-	15,965	(15,965)	11,956	11,956
Foodbank	85,075	289,081	(340,978)	-	33,178
Night Shelter	11,956	-	-	(11,956)	-
Horsham Churches Together	884	15,834	(14,900)	-	1,818
Household storage	1,471	-	-	-	1,471
Hub On The Move	-	6,000	-	-	6,000
WSCC citizens advice debt adviser	9,952	-	(9,952)	-	-
Sussex Community Foundation	7,000	-	-	-	7,000
Refugee/Asylum Seeker Support	-	50	(50)	-	-
Sussex Community Foundation - Rent	-	5,000	(5,000)	-	-
Young Peoples Support	-	2,292	-	-	2,292
	<u>122,225</u>	<u>344,039</u>	<u>(391,041)</u>	<u>-</u>	<u>75,223</u>
Total of funds	<u>625,449</u>	<u>731,827</u>	<u>(718,155)</u>	<u>-</u>	<u>639,121</u>

Notes to the financial statements
For the year ended 31 March 2025

14. Statement of funds (continued)

Unrestricted funds

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

The individual restricted funds are as follow:

Fuel Poverty

Funds received towards fuel voucher to support those in fuel poverty.

Crisis Fund

Funding received to provide essentials and household items to those facing difficulties.

Refugee/Asylum Seeker Support

Funds to support Refugees/Asylum Seekers with specific essential items.

Foodbank

Food provision including food parcels, meals and school holiday parcels. The fund includes, but is not limited to, Trussell Trust funding to support the foodbank's Pathfinder work.

Household Storage

Funds received to support those facing eviction with the temporary storage of their items.

Night Shelter

Funds donated towards homelessness. These funds have been transferred to the Crisis fund which is used to support those facing housing crisis or moving in to temporary accommodation having been homeless or at risk of homelessness.

Horsham Churches Together

Funding to support the work of Horsham Churches Together.

Hub on the Move

Funding for the mobile foodbank.

Sussex Community Foundation

Funding restricted in accordance with the grant funding applications.

Young Peoples Support

Funding to support young people across the district.

Notes to the financial statements
For the year ended 31 March 2025

14. Statement of funds (continued)

Advice Project

Our support programme at Horsham Matters is designed to address the root causes of financial hardship, with the ultimate goal of ending the need for food banks. Rather than offering short-term relief alone, we work with clients to build long-term financial stability. Our friendly and knowledgeable advisors provide tailored support, including helping clients to maximise their income, reviewing expenditure, and creating sustainable budgets. Where additional help is required, we signpost individuals to specialist services to ensure they receive the right support at the right time. This approach not only reduces reliance on emergency food provision but also empowers people to take control of their financial future, creating lasting impact in the community. The restricted funding of £1 067 contributed towards the running costs of this project, including our Support on the Move vehicle, which enables us to take these vital services directly into the community across the Horsham district, reaching those who might otherwise struggle to access support.

Designated fund

The designated fund has been set aside to support the provision of food during 2025-2026.

15. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	24,989	-	24,989
Fixed asset investments	100	-	100
Current assets	567,799	140,696	708,495
Creditors due within one year	(25,923)	-	(25,923)
Total	566,965	140,696	707,661

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	41,056	-	41,056
Fixed asset investments	100	-	100
Current assets	673,232	75,223	748,455
Creditors due within one year	(150,490)	-	(150,490)
Total	563,898	75,223	639,121

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Notes to the financial statements
For the year ended 31 March 2025

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

	2025 £	2024 £
Net income for the year (as per Statement of Financial Activities)	68,540	13,672
Adjustments for:		
Depreciation charges	16,067	26,470
Dividends, interests and rents from investments	(12,161)	(9,106)
Decrease/(increase) in debtors	2,627	(14,512)
Increase/(decrease) in creditors	(124,567)	18,052
Net cash provided by/(used in) operating activities	(49,494)	34,576

17. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand	639,622	676,955

18. Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	676,955	(37,333)	639,622

19. Operating lease commitments

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

	2025 £	2024 £
Within 1 year	100,000	100,000
Between 1 and 5 years	55,082	155,082
Total	155,082	255,082

Horsham Matters Limited
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Notes to the financial statements
For the year ended 31 March 2025

20. Related party transactions

During the year the charity received donations without conditions from trustees totalling £600 (2024: £600).

Horsham Matters Trading Limited
100% owned subsidiary

During the year the charity received donations totalling £Nil (2024: £Nil) from Horsham Matters Trading Limited.

At the balance sheet date the amount due from Horsham Matters Trading Limited totalled £Nil (2024: £967).

21. Post balance sheet events

After the reporting date, the directors of the Charity's subsidiary, Horsham Matters Trading Limited, decided to dissolve the company. As at the date the financial statements are signed, a request for voluntary strike-off has been submitted.

22. Ultimate Controlling party

In the opinion of the trustees, the charity is controlled by them.

23. Share Capital

The charity is a company limited by guarantee and not having a share capital. Each member is a guarantor in the sum of £1. The trustees are all members.