Registered number: RS9176

HENGISTBURY HEAD OUTDOORS LIMITED

UNAUDITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

HENGISTBURY HEAD OUTDOORS LIMITED

SOCIETY INFORMATION

Directors	Mark Merritt (resigned 17 June 2026) John Merritt William Howlett Neil Woods Sam Arnold (resigned 3 April 2025) Max Buttinger Katherine Vince Alan Price (appointed 17 September 2025) Will Behenna (appointed 17 September 2025) Sara Glen Julia Kenyon (appointed 17 September 2025) Anne Benmore (appointed 17 September 2025, resigned 27 October 2025) Diana Parks (appointed 17 September 2025, resigned 4 February 2026)
Company secretary	John Merritt
Registered number	RS9176
Registered office	20 Sandy Plot Burton Christchurch Dorset BH23 7NH
Accountants	The Alanbrookes Group Ltd Chartered Accountants 24 Glove Factory Studios Holt Wiltshire BA14 6RL

HENGISTBURY HEAD OUTDOORS LIMITED

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DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2026

The directors present their report and the financial statements for the year ended 31 March 2026.

Principal activity

The principle activity of the society continued to be that of community owned heath, well-being and watersports activity centre.

Directors

The directors who served during the year were:

Mark Merritt (resigned 17 June 2026)
John Merritt
William Howlett
Neil Woods
Sam Arnold (resigned 3 April 2025)
Max Buttinger
Katherine Vince
Alan Price (appointed 17 September 2025)
Will Behenna (appointed 17 September 2025)
Sara Glen
Julia Kenyon (appointed 17 September 2025)
Anne Benmore (appointed 17 September 2025, resigned 27 October 2025)
Diana Parks (appointed 17 September 2025, resigned 4 February 2026)

Small companies note

This report has been prepared in accordance with the special provisions relating to societies subject to the small companies regime under the Co-operative and Community Benefit Societies Act 2014.

This report was approved by the board and signed on its behalf.

John Merritt
Secretary

Date: 15 October 2026

CHARTERED ACCOUNTANTS' REPORT TO THE BOARD OF DIRECTORS ON THE PREPARATION OF THE UNAUDITED STATUTORY FINANCIAL STATEMENTS OF HENGISTBURY HEAD OUTDOORS LIMITED FOR THE YEAR ENDED 31 MARCH 2026

In order to assist you to fulfil your duties under the Co-operative and Community Benefit Societies Act 2014, we have prepared for your approval the financial statements of Hengistbury Head Outdoors Limited for the year ended 31 March 2026 which comprise the Statement of Income and Retained Earnings, the Balance Sheet, the Statement of Changes in Equity and the related notes from the society's accounting records and from information and explanations you have given us.

As a practising member firm of the Institute of Chartered Accountants in England and Wales (ICAEW), we are subject to its ethical and other professional requirements which are detailed at https://www.icaew.com/regulation.

This report is made solely to the Board of Directors of Hengistbury Head Outdoors Limited, as a body, in accordance with the terms of our engagement letter. Our work has been undertaken solely to prepare for your approval the financial statements of Hengistbury Head Outdoors Limited and state those matters that we have agreed to state to the Board of Directors of Hengistbury Head Outdoors Limited, as a body, in this report in accordance with ICAEW Technical Release TECH07/16AAF. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Hengistbury Head Outdoors Limited and its Board of Directors, as a body, for our work or for this report.

It is your duty to ensure that Hengistbury Head Outdoors Limited has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the assets, liabilities, financial position and profit of Hengistbury Head Outdoors Limited. You consider that Hengistbury Head Outdoors Limited is exempt from the statutory audit requirement for the year.

We have not been instructed to carry out an audit or review of the financial statements of Hengistbury Head Outdoors Limited. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory financial statements.

The Alanbrookes Group Ltd

Chartered Accountants

24 Glove Factory Studios
Holt
Wiltshire
BA14 6RL
15 October 2026

STATEMENT OF INCOME AND RETAINED EARNINGS
FOR THE YEAR ENDED 31 MARCH 2026

	Note	2026 £	*2025 £*
Turnover		**131,990**	*96,973*
Cost of sales		**(17,771)**	*(18,898)*
Gross profit		**114,219**	*78,075*
Administrative expenses		**(33,046)**	*(17,705)*
Operating profit		**81,173**	*60,370*
Interest receivable and similar income		**1,589**	*49*
Profit before tax		**82,762**	*60,419*
Profit after tax		**82,762**	*60,419*
Retained earnings at the beginning of the year		**61,149**	*730*
		61,149	*730*
Profit for the year		**82,762**	*60,419*
Retained earnings at the end of the year		**143,911**	*61,149*

The notes on pages 8 to 13 form part of these financial statements.

HENGISTBURY HEAD OUTDOORS LIMITED
REGISTERED NUMBER: RS9176

BALANCE SHEET
AS AT 31 MARCH 2026

	Note		2026 £		*2025 £*
Fixed assets					
Tangible assets			**821,368**		-
			821,368		-
Current assets					
Stocks		**2,781**		-	
Debtors: amounts falling due after more than one year	5	**5,500**		-	
Debtors: amounts falling due within one year	5	**2,747**		*6,628*	
Cash at bank and in hand		**99,950**		*71,641*	
		110,978		*78,269*	
Creditors: amounts falling due within one year	6	**(51,464)**		*(8,960)*	
Net current assets			**59,514**		*69,309*
Total assets less current liabilities			**880,882**		*69,309*
Creditors: amounts falling due after more than one year			**(678,921)**		-
Net assets			**201,961**		*69,309*
Capital and reserves					
Called up share capital	9		**58,050**		*8,160*
Profit and loss account			**143,911**		*61,149*
			201,961		*69,309*

The directors consider that the society is entitled to exemption from audit under section 477 of the Companies Act 2006 and members have not required the society to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

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

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and in accordance with the provisions of FRS 102 Section 1A - small entities.

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 15 October 2026.

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2026

William Howlett
Director

John Merritt
Secretary

Max Buttinger
Director

The notes on pages 8 to 13 form part of these financial statements.

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2026

	Called up share capital	Profit and loss account	Total equity
	£	£	£
At 1 April 2025	**8,160**	**61,149**	**69,309**
Comprehensive income for the year			
Profit for the year	**-**	**82,762**	**82,762**
Other comprehensive income for the year	**-**	**-**	**-**
Total comprehensive income for the year	**-**	**82,762**	**82,762**
Contributions by and distributions to owners			
Shares issued during the year	**49,890**	**-**	**49,890**
Total transactions with owners	**49,890**	**-**	**49,890**
At 31 March 2026	**58,050**	**143,911**	**201,961**

The notes on pages 8 to 13 form part of these financial statements.

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MARCH 2025

	Called up share capital	Profit and loss account	Total equity
	£	£	£
At 1 April 2024	**4,060**	**730**	**4,790**
Comprehensive income for the year			
Profit for the year	**-**	**60,419**	**60,419**
Other comprehensive income for the year	**-**	**-**	**-**
Total comprehensive income for the year	**-**	**60,419**	**60,419**
Contributions by and distributions to owners			
Shares issued during the year	**4,100**	**-**	**4,100**
Total transactions with owners	**4,100**	**-**	**4,100**
At 31 March 2025	**8,160**	**61,149**	**69,309**

The notes on pages 8 to 13 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026

1. General information

The society is constituted as a Charitable Community Benefit Society under the Co-operative and Community Benefit Societies Act 2014, and is limited by shares.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland' and the requirements of the Companies Act 2006. The disclosure requirements of Section 1A of FRS 102 have been applied other than where additional disclosure is required to show a true and fair view.

The following principal accounting policies have been applied:

2.2 Revenue

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the society and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

Sale of goods

Revenue from the sale of goods is recognised when all of the following conditions are satisfied:

- the society has transferred the significant risks and rewards of ownership to the buyer;
- the society retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- the amount of revenue can be measured reliably;
- it is probable that the society will receive the consideration due under the transaction; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Rendering of services

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the society will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured reliably; and
- the costs incurred and the costs to complete the contract can be measured reliably.

2. Accounting policies (continued)

2.3 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Statement of Income and Retained Earnings in the same period as the related expenditure.

2.4 Interest income

Interest income is recognised in profit or loss using the effective interest method.

2.5 Borrowing costs

All borrowing costs are recognised in profit or loss in the year in which they are incurred.

2.6 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

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

Depreciation is provided on the following basis:

Assets in the course of construction	- Not depreciated until completion

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

2.7 Valuation of investments

Investments in subsidiaries are measured at cost less accumulated impairment.

Investments in unlisted society shares, whose market value can be reliably determined, are remeasured to market value at each balance sheet date. Gains and losses on remeasurement are recognised in the Statement of Income and Retained Earnings for the period. Where market value cannot be reliably determined, such investments are stated at historic cost less impairment.

Investments in listed company shares are remeasured to market value at each balance sheet date. Gains and losses on remeasurement are recognised in profit or loss for the period.

2. Accounting policies (continued)

2.8 Stocks

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis. Work in progress and finished goods include labour and attributable overheads.

At each balance sheet date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

2.9 Debtors

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

2.10 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2.11 Creditors

Short-term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

3. Employees

	2026	*2025*
	£	*£*
Wages and salaries	**1,069**	-
	1,069	-

The average monthly number of employees, excluding unpaid directors, during the year was as follows:

	2026	*2025*
	No.	*No.*
	0	*0*

4. Tangible fixed assets

	Assets under construction £
Cost or valuation	
Additions	**821,368**
At 31 March 2026	**821,368**
Net book value	
At 31 March 2026	**821,368**
At 31 March 2025	**-**

5. Debtors

	2026 £
Due after more than one year	
Trade debtors	**5,500**
	5,500

	2026 £
Due within one year	
Other debtors	**630**
Tax recoverable	**2,117**
	2,747

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2026

6. Creditors: Amounts falling due within one year

	2026 £	*2025 £*
Other creditors	**16,467**	-
Accruals and deferred income	**34,997**	*8,960*
	51,464	*8,960*

7. Creditors: Amounts falling due after more than one year

	2026 £	*2025 £*
Supporter loans	**60,001**	-
Accruals and deferred income	**618,920**	-
	678,921	-

Accruals and deferred income over one year comprises deferred capital grants received.

8. Loans

Analysis of the maturity of loans is given below:

	2026 £	*2025 £*
Amounts falling due 1-2 years		
Other loans	**60,001**	-
	60,001	-
	60,001	-

9. Share capital

	2026 £	*2025 £*
Allotted, called up and fully paid		
1,280 *(2025 - 816)* Member shares shares of £10.00 each	**12,800**	*8,160*
181 *(2025 -)* Community shares shares of £250.00 each	**45,250**	-

9. Share capital (continued)

58,050	*8,160*

During the year, the society issued 464 £10 member shares, fully paid, and 181 community shares, fully paid.

DETAILED PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2026

	Note	2026 £	*2025* *£*
Turnover		**131,990**	*96,973*
Cost Of Sales		**(17,771)**	*(18,898)*
Gross profit		**114,219**	*78,075*
Gross profit %		**86.5 %**	*80.5 %*
Less: overheads			
Administration expenses		**(33,046)**	*(17,705)*
Operating profit		**81,173**	*60,370*
Interest receivable		**1,589**	*49*
Profit for the year		**82,762**	*60,419*

SCHEDULE TO THE DETAILED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2026

	2026 £	*2025 £*
Turnover		
Memberships, merchandise and events	**12,640**	*-*
Donations	**27,504**	*28,742*
Legacies	**-**	*58,478*
Grants	**88,444**	*3,000*
Gift aid	**2,117**	*5,749*
Lottery and similar income	**1,285**	*945*
Other income	**-**	*59*
	131,990	*96,973*

	2026 £	*2025 £*
Cost of sales		
Site and building surveys	**16,309**	*15,594*
Development costs	**-**	*3,014*
Consumables and non capitalised equipment	**1,462**	*290*
	17,771	*18,898*

SCHEDULE TO THE DETAILED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2026

	2026 £	2025 £
Administration expenses		
Staff salaries	**1,069**	-
Printing and stationery	**138**	-
Telephone and fax	**116**	-
Computer costs	**2,810**	*675*
Advertising and promotion	**3,114**	-
Trade subscriptions	**150**	-
Charity donations	**(1)**	-
Legal and professional	**(50)**	*8,546*
Secretarial costs	**10,993**	*2,574*
Consultancy	**3,748**	-
Accountancy fees	**1,392**	*1,260*
Bank charges	**500**	*243*
Sundry expenses	**4,051**	*2,316*
Insurances	**5,016**	*2,091*
	33,046	*17,705*

	2026 £	2025 £
Interest receivable		
Bank interest receivable	**1,589**	*49*
	1,589	*49*