

Registered company number: 04727071
Charity number: 1099570

HORSEBRIDGE ARTS AND COMMUNITY CENTRE

**Report of the Trustees and unaudited financial statements
for the year ended 31 March 2019**

HORSEBRIDGE ARTS AND COMMUNITY CENTRE

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HORSEBRIDGE ARTS AND COMMUNITY CENTRE

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2019

The trustees, who are also directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2018.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered charity name Horsebridge Arts and Community Centre

Charity number 1099570

Company registration number 4727071

Registered office 11 Horsebridge Road
Whitstable
Kent
CT5 1AF

Independent examiner S J Wren FCCA
Accountancy Matters (Kent) Limited
Chartered Certified Accountants
31 Queen Street
Ramsgate
Kent
CT11 9DZ

Bankers Lloyds Bank Plc
43 Sandgate Road
Folkestone
Kent
CT5 1AF

Trustees

The trustees who served the charity during the period were as follows:

Mrs Z A Cloke
Mr J C Nurden
Ms J R Hobbins (resigned 16.4.19)
Mr S A Lawton
Prof L H McMahon
Cllr B P Baker
Cllr C Spooner

Key management personnel The trustees
Ms Elizabeth Daone - Centre Director
Mr Peter Dyer - Finance Manager
Mrs H Wenn - Deputy Director

PURPOSE AND ACTIVITIES

The Horsebridge Arts and Community Centre was established in 2004 as a not-for-profit company limited by guarantee with a charitable status. It occupies a distinctive, purpose built, contemporary building in the centre of the town adjacent to the seafront. Identified locally as 'The Horsebridge Arts Centre' it is at the cultural heart of Whitstable and aspires to be a vibrant regional arts destination.

The purpose of the charity is to provide a social, cultural and learning resource of high-quality that meets the needs of our community, is excellent value and is welcoming an accessible to all.

Aims of The Horsebridge Arts Centre

Building on the centre's established relationships with the local community, as well as its diverse artistic and educational programme, the centre aims to

- encourage more people to access, enjoy and be challenged by arts activities both as participants and consumers;
- develop the social benefits of the arts to strengthen community cohesion and value the pleasure involvement in the arts brings;
- facilitate personal and professional development and forge beneficial partnerships within the town's creative industries;
- form networks and partnerships with other cultural and educational organisations to generate added value and facilitate best practice; and
- contribute to and support the town's distinctive identity as an inspiring, participatory art destination.

Public Benefit

The Trustees confirm they have had due regard to the Charity Commission's public benefit guidance and are confident the objectives and activities undertaken provide significant benefit to the public and are in accordance with its charitable objects.

The Horsebridge Arts Centre enjoys more than 90,000 visitors through its doors each year. These visitors are made up of local and regional visitors as well as growing numbers of tourists from the UK and abroad as Whitstable continues to attract cultural and heritage tourists. We are committed to deliver a year-round programme of arts events and learning opportunities to Whitstable and beyond, responding to and enhancing the passions of the community. We work cohesively in our programming to ensure we offer events the community can be involved in with the aim of having no barrier to access, particularly with youth projects and events, connecting with other organisations and groups across the district to enhance the collective offering to the region. The Centre continues to develop new approaches to reach sections of our community who feel there is nothing at the centre for them.

The Centre relies on income generated from hire charges and events to cover its operating costs alongside grant funding. To remain accessible and to continue to provide public benefit, the trustees and management team of the Centre have to take great care to ensure the fees set across the Centre remain accessible for those on low income. The variety of spaces within the Centre assist us in enabling both physical and economic accessibility to the resources, but we are continually looking at more ways to develop the interaction with the building.

When providing an arts offering we are aware that not everyone has the same tastes and some of our arts programming may cause offence. We seek to respect the diverse ethnic, faith, sexual orientation and lifestyles within our community and take great care to consider their views without compromising the integrity of our offering. We clearly sign any event that may cause offence and use our complaints policy to ensure the community voice is heard.

Key Strategies

To deliver the operational activities of the centre we are guided by key strategies, built upon our charitable purpose, objects and aims. These are periodically reviewed and refined by the board and senior staff team to incorporate changing operational environments and strategic policy changes.

The strategies are to:

- deliver cohesive and immersive cultural experiences throughout the space
- engage children and young people in the arts both as part of their educational experience and in their life outside education
- ensure that the centre works to respond to and actively involve all sections of the community encourage every member of the community to explore and develop their own creativity and skills
- work in partnership with cultural, artistic and educational providers to create opportunities for learning and personal and professional development and enjoyment
- utilise robust data reporting systems to evaluate activity and plan effectively
- develop and capitalise on additional revenue streams to achieve financial robustness, stability and independence from single sources
- manage and maintain the building to accommodate an exciting programme of exhibitions, performances, workshops and classes

ACHIEVEMENTS AND PERFORMANCE

Creative Development

It has been a challenging year in many ways, but the progress made in developing the quality and diversity of the artistic offer at the Centre has been extensive. There have been significant grant funded projects throughout the year, which continue to be delivered by the small in-house team.

One such project, the *Reaching Communities* funded 'Young Digital Makers' programme, has been incredibly well received. Working closely with local schools we have engaged a core group of 12 to 15 year olds who might not otherwise have such opportunities. The summer school and exhibition that have accompanied the core sessions have highlighted how programmes of work that extend across classroom and exhibition spaces can deepen the experience for those involved and those visiting.

This year has continued the development and implementation of the 'New Ambitions' directive that was created last year with specific aims for the organisation. Highlighting how to deliver the ethos of the directive 'Why do you never speak?' created a body of work that delivered a tactile and immersive experience across a range of arts, including sculpture, film and sound. The work reached outside of the physical space with walks and excursions to understand the theme further and encouraged visitors to engage in talks, workshops and meals within the space. The project was part of the extended satellite programme of Journeys with 'The Waste Land' at the *Turner Contemporary* in Margate.

Visual arts

The Artistic Programme Proposal for the exhibition spaces has now had its first full year of implementation. Compared to the 68 exhibitions last year there were just 37 this year with ten of those delivered by the Centre and its creative partners. The impact has been positive on the management of the gallery spaces and a cohesive programme of work around the exhibitions, but there has been a negative financial impact whilst the adjustment has taken place with galleries not being fully booked throughout the year. Work is underway to address this for the next financial year.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2019**

The positive impact of the change is underlined by the sheer diversity of shows the Horsebridge team have created and curated over the past 12 months. Alongside the *Arts Council England* funded 'Why do you never speak?' project in Spring was our social media community sourced photography exhibition.

'This Is What I Want To Show You'. This sponsored exhibition was open to all and our social media community delivered an insight into their lives ranging from a walk on the beach to going behind the scenes of the *Royal Opera House*. The *Awards for All* funded 'Waste Line' project in summer explored how waste has impacted our town over the years in the form of a large-scale historical 3D elevation map of Whitstable, constructed entirely from local beach clean and domestic waste. The project used workshops and volunteers to create and build costumes for the annual *Oyster Festival* made from upcycled and donated materials. Both aspects of the project encouraged community involvement in 'Beach Clean' events with collected materials not only building the map but raising awareness of the impact of how we dispose of our waste. The exhibition attracted over 3,800 visitors, with over 10,000 visitors watching the parade through Whitstable.

The spaces took on a completely different feel at the end of summer for the 'Digital X Creativity' exhibition from our 'Young Digital Makers' programme. The project delivered the output from the group's core sessions and summer school including sound, animation and film work.

Our Autumn season brought an emotional and thought-provoking installation titled 'Think Of Me'. This World War I Heritage Lottery funded community research project marked the centenary of the First World War by remembering soldiers associated with Whitstable who lost their lives during the conflict. The uncovered accounts of the soldiers were displayed alongside a memorial exhibition of 291 sweetheart cushions individually handcrafted by the community to represent each soldier. The cushions, hung at chest height, swayed silently in the exhibition space allowing visitors to explore the loss of life to the town at that time. The project also included a children's festival, supported by Canterbury Arts Council, with a wartime theme and many local schools brought classes to visit as part of their history curriculum.

This year's 'Horsebridge Open 2019 : The Space Within' (part of 'New Ambitions') required artists to submit work that drew on the theme of physical space and responded to themes inspired by British female artists Rachael Whiteread and Phylida Barlow. The exhibition brought together artists of all levels to explore the role of art in contemporary society in engaging, playful and thought-provoking ways. As with the first Open, the *People's Choice Award* and sponsored *New Ambition Prize* were awarded and celebrated by peers at a closing event.

The exhibitions and supporting programmes brought in new audiences to the Centre and created more interest in the exhibitions from independent artists, societies and groups exhibiting in the space throughout the year. The Centre was also a key venue for the *Whitstable Biennale* this year.

Creative Partnerships

Delivering high quality artistic work and working with partners to achieve this continued to be an area of expansion this year.

Our grant funded and sponsored programmes enabled partnerships with a broad range of creatives. The 'Young Digital Makers' project has worked with *Young Animators Club*, *University for Creative Arts Canterbury*, *Biennale Satellite*, *Daisy Warne*, *Matt Smyth*, *Tony Currel* and *Helga Dorothea* to deliver core group sessions. The team worked with *Turner Contemporary* to deliver 'Why do you never speak?' as part of their extended satellite programme.

The 'Waste Line' project worked with the *Full Events Production Ltd* to be a delivery partner for the *Oyster Festival* parade and with *IO Arts, History & Disability* to create some of the builds for it. We worked with *Whitstable Museum* and *Kent University Gateway* to carry out the research for the 'Think Of Me' project. The Centre was also a key venue for the *Whitstable Biennale* including an artist in residence within the Horsebridge Cafe.

We took part in the 'Into Film Festival 2018' to offer a free film experience and education event for local schools at the Horsebridge. The team supported the *Coastal Alliance* of 12 local schools to deliver their 'Our Blue Planet' exhibition. We also worked with *GOLKK* theatre group to provide their 'Peeking in the Portrait' performance for free.

We were pleased to be able to work with local yoga practitioners to support and curate an open exhibition as part of their Yoga Festival that encompassed the centre. We partnered with *Red Zebra Community Solutions* to support the delivery of 'Whitstable Wellness Week'.

Professional Development Opportunities

The past year has seen a significant increase in our capability to commission, employ and provide development opportunities for artists and creatives in the region.

'Why do you never speak?' engaged two artists to deliver the sound and sculptural installations, with evening events, workshops and children workshops employing a further ten artists, workshop leaders and creatives. The 'Horsebridge Open 2019' saw 38 submitted works being accepted and exhibited from artists across Kent and beyond.

'Young Digital Makers' funded a Project Coordinator post along with 23 workshop leaders. The 'Waste Line' project engaged one workshop leader for ten days and one model builder for ten days. In addition, various craft workshops have been led by creative practitioners, including workshops supporting *Oyster Festival* parade and the 'Think Of Me' children's festival.

A 'Horsebridge Shop+' exhibition created an opportunity for creatives to display a wider range of their work and introduce new creatives to our audience. The Shop, along with our 'Alternate Exhibition Spaces' initiative, continues to increase the number of opportunities artists have to present their work.

Increased focus on local makers to provide products for the Horsebridge shop has offered retail opportunities and increased exposure of work both in the physical shop and from promotion on digital platforms.

Cinema

The modest facilities for screening within the Centre provide opportunities for community events and accessibly priced screenings in relaxed surroundings. Our matinee screenings, part funded from the *Tesco* 'Bags for Help' initiative, has seen attendance almost double this year and continues to provide a valued event for isolated members of the community to meet up with others and enjoy a hot drink with the film screening. The programme has been extended this year to include evening screenings and we also participated in the *National Lottery* 'Cinema Day' providing a free film screening to *National Lottery* players.

We continue to seek to improve the offer to our customers and find funding to support the matinee screenings going forward.

Community Spaces

Our non-exhibition spaces are hired for a broad range of classes, workshops and meetings. For the second year, despite decreasing budget expectations, this area fell considerably below budget. We continue to deliver a professional service in this area but face increased competition locally as other community spaces seek to change their offering. The Centre works hard to support businesses and tutors trying to start new ventures and we will continue to build on this in the future.

Further to this it has been necessary this year to move the staff office into a larger workshop room as the team has grown to staff the funded work. Whilst this has freed up the old office space for hire, it has meant a reduction in the variety of sized spaces.

Learning and Participation

The Horsebridge runs a series of regular in-house creative classes and workshops throughout the year to supplement the range offered by local artists and educators. Further to this there are extended offerings from the Centre for the school holiday periods, with some delivered as part of the grant funded projects. Around 1,400 classes took place for adults and 750 classes for children throughout the year, with more than 60 one-off creative workshops which can cover whole days.

As part of Young Digital Makers we ran 19 group sessions throughout the year for ten to twelve young people referred by their schools. The young people are all working towards bronze or silver arts award. In addition, the project provided a summer scheme of eight workshop sessions for 40 children aged 8–11.

Our *Awards for All* 'Waste Line' project included two family workshops, five children's workshops, four IO learning disability group sessions and two social prescribing workshops. We also ran two workshops at the *Whitstable Junior School*. The Horsebridge organised a large presence for the *Oyster Festival* parade bringing together schools, environmental group, learning disability groups and volunteers. This involved 70 people and a colourful, creative display.

Our *WW1 Heritage Lottery* funded exhibition 'Think Of Me' saw a huge community response with more people wanting to be involved than we could support. We ran twelve sessions where volunteers came along to make memorial cushions and carry out historical research. We ran or supported sessions to create cushions off site, including: *Little Homework Stars Group* in Grimshill Road, a local *Dementia Group*, *Age Concern* groups, the *IO Disability Group*, uniformed organisations and local infant and Junior schools. In addition, over 100 individuals made up cushions from kits.

Our weekly term time 'Young Makers Arts Club' has grown steadily throughout this year since its launch in January 2018. Due to the success of the club, we launched two further affordable art sessions to meet community demand; 'Creative Workshops for Adults' and 'Parent and Toddler Messy Art Play'. These follow the principal of the 'Young Makers' club, offering low cost art classes for adults and children under six respectively. Further classes are created for school holidays, with our 'Space Week' half term club proving incredibly popular. A challenge for next year will be to gain funding to support these clubs ongoing to ensure the cost can remain accessible for as much of our community as possible.

The monthly art talks continued throughout the year enabling discussion and social engagement.

Communications and Digital Engagement

This year saw a step change in how we use digital engagement to both reach and grow our audiences. Whilst limited human resources and financial pressures have prevented significant strides forward on a strategy for cohesive communications, the team have been opportunistic and creative in their use of social media to broaden our audiences. The communications channels continue to be across printed materials (quarterly brochure, posters and leaflets), digital channels (website, Twitter, Facebook, Instagram and email newsletters) and traditional press. We are determined to overhaul our website next year to enable improved engagement and communication of the work we undertake.

Brochure

Our printed brochure continues to be distributed across the district and through the local school network, at a reduced volume, with the digital version available on our website. GDPR implementations within schools at the start of the year prevented some schools from distributing the brochure, but our excellent relations with schools have ensured this has not continued to impact throughout the year. The advertising space is incredibly strong and well subscribed throughout the year with benefit and value for money being noted among local businesses. We remain fortunate that local schools, businesses and other community spaces continue to act as distribution channels in addition to the Centre itself.

Digital communication and social media

Our website is our primary channel for consistent communications with the wider community while our social media channels continue to actively engage locally and provide a frequent channel for feedback and interaction. The Instagram sourced exhibition created a new audience for the Centre and will be continued next year, with Instagram followers increasing by 58% over the year. The Instagram takeovers by artists worked well but were put on hold due to pressure on staff time, we will look to programme this in more cohesively next year. Facebook continues to be the most engaging of our social media channels, with the highlight being over 5,000 views of the opening event of the 'Think Of Me' exhibition. The online ticket sales channel is continuing to assist the Centre, along with the donation facilities offered via the website and Facebook. The online sales channel also enables Friends to sign up online. Use of further social media channels and the most appropriate way to leverage our email newsletters still need to be reviewed as part of the larger communication strategy.

Press

The high quality and significant levels of community engagement of some of the work this year has increased our press media coverage.

Audience Development

We are seeking to engage wider audiences across the Horsebridge offerings and to improve the quality of our offerings through creative development strategies. This coupled with increased creative partnerships with education organisations, arts organisations, artists, etc. aims to reach beyond the town and create an Arts Centre for the district. The focus of the majority of our funded work this year has been on reaching more audiences and finding ways to work with those who may not otherwise engage with our activities. Projects like 'Young Digital Makers' and 'Think Of Me' have been fundamental in this.

To build upon this and strengthen our outreach work we are working with many community groups including *Red Zebra*, *Umbrella Centre and Café*, *Whitstable Museum Revival* and *Stream Walk Community Garden*. This has involved us in joint projects such as 'Social Prescribing and Wellbeing' and the 'Repair Café Whitstable'. We also support *Demelza's* 'Pumpkin Hunt' and *WhitSparkle's* lantern procession with free craft activities.

For the financial year, Centre visitors numbered more than 95,000 for the year, with our busiest quarter, unsurprisingly, being July to September. The audience for those attending ticketed events shows that 97% are from Kent, with 83% from within the CT1-CT6 district and 61% being Whitstable postcode district of CT5. We have increased the postcodes captured from ticketed events to 58%, but are putting measures in place to capture more postcodes the next year.

Commercial Trading Activities

The Horsebridge Shop continues to be a growth area for the Centre, both in revenue and in community engagement. The range of locally created products has continued to grow, expanding the variety of local artist created merchandise and exclusive ranges of maker kits, encouraging all ages to get involved in creating. Whilst the shop margins have fallen compared to last year, it continues to be an income stream we will seek to grow, mindful of the impact cashflow issues have on its growth. The shop is beginning to make use of the social media channels to reach markets outside of Centre visitors and making the shop products available via our website will be central to expanding growth over the next two years.

The future of the Horsebridge Café was under review following last year's disappointing results and it was decided that without significant investment in senior staff it would continue to be a loss-making enterprise. The presence of a café as a community meeting space within the Centre was critical, but the Centre could not justify absorbing ongoing losses from the café. As a result, from next year, the café will be operated under a ten-year sub-lease by Café Revival which is run as a social enterprise by Mind in Bexley and Kent. There will be significant impacts of this decision, but the board and senior management are confident it will be in the best interests of the charity in the mid to long term. The café trading accounts will be finalised and closed, and it is anticipated that the first years rent will be used to cover the debts.

Volunteers

The Centre is very involved in the community and relies increasingly on volunteers to continue our day-to-day operations. As internally run exhibitions and programmes have increased, so has the number of opportunities we can offer volunteers alongside the usual general roles. Our dedicated staff team work closely with all our volunteers, assisting those with additional needs and supporting all volunteers with the complexities of the Centre. Without the team of more than 30 regular volunteers the Centre would not be able to be open for more than 80 hours each week or offer the range of programming.

We have had the support of 850 volunteer hours (121 days) in general roles this year, with a further 1164 hours (166 days) of specialist role support.

Given the continued pressure of increasing costs, we will continue to rely on volunteers next year to sustain the Centre operationally. We wish to thank them for all their support this year and we always welcome more volunteers.

Workforce

Evolving, diversifying and developing would not be possible without dedicated and skilled staff. The team continue to provide a friendly, efficient and meaningful service to our customers under increasingly demanding circumstances. Grant funding has meant increases in the size of the team, with some roles funded purely by projects. The steep learning curve that has faced existing staff as they take on larger roles has required more senior staff time than was anticipated in our budgeting. The impact of that is clear in the end of year figures, but without the extra support the projects would not have been delivered. This experience has put the team in a stronger position to deliver next year.

In the meantime, the team continue to meet the development and challenges with professionalism and commitment to change and grow the organisation for future.

Strategy and Development

This year has highlighted how difficult the balance is between delivering a high-quality arts offering and delivering a financially stable Arts Centre. A considerable amount of board and senior management effort had to focus on ensuring the lease with CCC was finalised this year, which has slowed progress on the necessary review of governance. This has also put pressure on our senior staff over and above the considerable demands of running the Centre itself. A particular pressure was the work to secure an advantageous sub-lease for the café but relinquishing operational responsibility for this facility will free up the time of Centre Director.

FINANCIAL REVIEW

The Horsebridge Arts Centre key financial aim is to deliver a financial stable, diversified and secure organisation each year. The overview for the 2018/19 financial year is as follows:

Total Income	227,520
Total Expenditure	255,267
Net Income	(27,747)
Total funds brought forward	(14,243)
Reserves stand at	(41,990)

Our primary purpose trading has declined £11,459 from last year and with the rapid growth of restricted grant funded projects now accounts for only 37% of our total income. Just over 50% of our income was generated with earned income across charitable and other trading activities, with donations at just over 2% and grants (restricted and unrestricted) delivering the remaining 47%. This is a 7% increase on last year, diversified across seven grant funders, with 54% of all grant funding coming from restricted project funding, an increase from 43% last year. Above the £40,000 awarded from Canterbury City Council via the Improvement Grant, we also received a further £8,550. £6,050 of this was reimbursement for a maintenance fee paid in the last financial year that should not have been charged under the grant terms. Removing this reimbursement from calculations results in the support from CCC being 19%. We have been successful in meeting our target of not being reliant on a single funder for more than 20% of our income.

As mentioned above, a considerable amount of time this year was spent finalising the lease negotiations with CCC to secure the essential Improvement Grant and associated maintenance agreement. The lease and associated grant agreements were fully completed in July 2019. However, the time taken to manage the fallout from this extended negotiation has impacted our rolling grant pipeline and this is seen from the heavy emphasis of grant funded projects in the first six months of the year with a considerable tail off in the last two quarters. The importance of the CCC grant has become more obvious this year as the Horsebridge transitions from relying on increasingly insecure primary purpose trading to a more balanced position with a broader range of grant funded work. It is critical we take the lessons from this year and make our financial performance mirror the growth in our arts performance next year.

**TRUSTEES' ANNUAL REPORT
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Whilst a net expenditure of £17,536 in unrestricted funds is disappointing given the strides made last year, there are positives that need to be taken into the next year. The unrestricted funds suffered due to room and gallery hire occupancy underperforming by £10,600 and we failed to meet our unrestricted grant funding by £11,300. Further to this, salaries were £3,800 over budget and £3,500 of unexpected legal fees were incurred while securing the new building lease. Yet this £29,200 shortfall in unrestricted funds has in some ways been mitigated by making operational savings and efficiencies to reduce the overall impact on our final result by £11,646. The ability to grow our income from the shop, events and inhouse activities, to utilise restricted funding to support existing crucial arts projects and to reduce core costs are all positives to take forward and build upon next year.

Principal funding sources

The Horsebridge generates income from the hire/rental of galleries and workshop spaces, a small number of events and in-house activities, commercial trading activities mainly through the retail space and other sundry income including membership and commission.

Canterbury City Council funding

The Improvement Grant and associated agreements will now be in place until 2021. Despite the prolonged negotiations over the lease we continue to maintain a strong and supportive relationship with CCC. It is disappointing that we have not been able to make the financial improvement we would have liked this year, but the growth of the team to enable the delivery of both short and long term grant funded projects shows incredible promise for the future. The board remain acutely aware of the pressures on local council budgets and are striving to improve the stability of the organisation and decrease its reliance of single source funding as we provide services to people across the District.

**Fundraising
Grants**

The Horsebridge have made incredible progress again this year in increasing grant funded projects. At the end of last year we had nine grant applications being reviewed with three underway. We were able to realise seven grants in total with at least two of the outstanding grants being placed in the pipeline now for next year. The difficulty of obtaining purely unrestricted grants has changed our focus for next year to look for restricted grants that will support the work we already carry out that relies on our primary trading to support it currently. Alongside this we will continue to look for funding to allow us to continue projects like Young Digital Makers and grow new areas of work.

Donations

Donations have increased by nearly 40% from last year. Our interactive donation box in its prominent position within our entry space continues to encourage day trip visitors along with our resident community to donate as they make use of the free facilities within the Centre.

Spacemaker Architects

Local architecture company, Spacemaker Architects, have been offering initial consultations for clients in exchange for a £40 donation to charities including the Horsebridge. We are incredibly grateful for their generosity and the generosity of their clients.

Investment Policy

The Trustees operate a policy of holding any reserves held in an interest-bearing savings account.

Reserves Policy and Going Concern

The reserves of the charity have been divided into Restricted Funds and Unrestricted Funds in accordance with charity legislation.

The Restricted Fund represents money given to The Horsebridge for specific capital and project work within the overall aims of the organisation. These funds will be spent over the period set out in the terms of the funding.

The Horsebridge Unrestricted Funds are not reliant on any single source, with the large majority self-generated through hire, sales and donations. The organisation operates with a negative or low balance sheet, due to the charity deferring income for future hire of its spaces (hire due to take place outside of the current financial period). This deferred income is only due for repayment to hirers if a hire is cancelled, and the majority of deferred income relates to the hire of gallery spaces, which are in high demand and are fully booked in advance. It is therefore considered very unlikely that the deferred income will be liable to be repaid. Further to this, for unrestricted grant funding, the organisation is not reliant on a single funder for more than 20%, with aims to reduce this further over the next three years.

The charity operates with generally predictable levels of Unrestricted funds income, but with high levels of fixed costs. Using a risk-based approach the organisation operates a reserves policy that will manage shortfalls in cashflow and be able to fully fund services for short periods of time. Although the organisation has operated for more than 10 years with a negative balance sheet, the target is that by 2021 we will deliver an increasingly positive balance sheet, with longer term goals to create reserves of sufficient funds to cover three months operating costs. We will achieve this with the support of CCC Improvement Grant to 2021, strengthening income streams and continuing to develop a diverse grant portfolio.

In addition, the Horsebridge will aim to create a Designated Fund that will be used to build sustainability, develop the organisation in accordance with strategic aims and fund property maintenance requirements in the future.

The reserves policy will be reviewed annually as a minimum, in production of the annual report, with financial monitoring of the cashflow and balance sheet occurring on a monthly basis at senior management level and bi-monthly at board level.

The Trustees are confident the charity will remain a going concern in the coming twelve months, for the following reasons: the Trustees have projected forward the charity's budget and cashflow position to 31 March 2020; a programme of fundraising additional income from grants is underway; projected income is not reliant on any single source, and the large majority is self-generated from hire, sales and donations; cashflow is monitored in detail on a weekly basis to ensure liabilities are settled: this monitoring will continue in the coming year. Whilst the charity has a negative balance sheet, this is partly due to the charity deferring income for future hire of its spaces (i.e. hire that is to take place after 31st March 2019). This deferred income is only due for repayment to hirers if a hire is cancelled, and the majority of the deferred income relates to the hire of gallery spaces, which are in high demand and are fully booked in advance. It is therefore considered very unlikely that deferred income will be liable to be repaid.

Further to this, the increased annual grant fund from CCC creates additional capacity to diversify and strengthen the business model of the organisation. Also the renegotiation of the lease will reduce risk of building maintenance issues causing significant unknown expenditure. Additionally, the secured lease with Café Revival has secured income from this revenue stream going forward.

Plans for the Future

The Horsebridge board and team remain committed to the outcomes from the 2017 Feasibility Study and the development of a sustainable arts centre for the district. This will shape the strategy of the Centre for future years. In the meantime, securing the immediate future of the Centre has taken priority and focus has had to be on the Improvement Grant and this continues into next year and beyond with regards to understanding future grant opportunities locally.

Increasing the income from grant funding, both core-cost funding and project based restricted funds, will continue to be critical next year if the Centre is to be in a position to reduce the deficit position and develop reserves. The ability of the Centre to deliver multiple projects through the year has enabled us to create innovative outreach programmes and to build on projects that enhance the learning opportunities within the Centre. Building on these and increasing the diversity of the audience we serve will be closely monitored over the next year.

We will ensure that the growth of the commercial trading income potential of the shop is not limited by cashflow. The sub-lease to Café Revival not only secures an interesting and refreshed community space within the building, but provides a consistent income stream and frees staff time from both financial and operational management of the cafe.

The Horsebridge will continue building on the development strategies for the gallery spaces to deliver an increase in quality for visitors and broaden the accessibility for exhibitors in these spaces. We will increase the range of supporting activities to build the cohesion of the arts offering within the Centre.

Fundamentally we will continue to develop the Centre as a resource to enrich the lives of the local community whilst attracting the seasonal visitors and expanding our customer and friends base.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Horsebridge Arts and Community Centre is a charitable company limited by guarantee, incorporated on 8 April 2003 and registered as a charity on 22 September 2003. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1. The directors of the company are also charity Trustees for the purposes of charity law and under the company's Articles are known as Trustees.

Recruitment and appointment of the Board of Trustees

Under the requirements of the Memorandum and Articles of Association there shall be not less than eight and not more than twelve Trustees. Canterbury City Council is entitled to nominate one or two Trustees ('Nominated Trustees') at each AGM each to serve for an initial period of one year and to be capable of being nominated for subsequent years. Although it is noted that from next year the council's position will change and they will no longer nominate any Trustees, instead they will nominate an Observer who will work with the board. One third of the Trustees must retire at each AGM, those longest in office retiring first.

Membership of the charity is open to any individual or organisation interested in promoting its objects. At an AGM the members elect persons to be Trustees to fill the vacancies.

The Trustees may at any time co-opt any person duly qualified to be appointed as a Trustee to fill a vacancy in their number or as an additional Trustee, but a co-opted Trustee only holds office until the next AGM.

Trustee Induction and Training

New Trustees will meet with the Chair and/or Vice Chair and are provided with an induction pack on 'Being a Trustee of the Horsebridge Arts and Community Centre' which explains the aims of the Horsebridge, and the nature and responsibilities of the Trustee role. Further information, including a copy of the Memorandum and Articles of Association and current financial information, is provided. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role. A new protocol for recruiting, selecting, appointing, inducting and performance reviewing Trustees will be developed in the coming year.

Risk Management

Policies and process continue to be reviewed to achieve best practice within the organisation. Changes in personnel and supporting technology have significantly improved out financial processes. An analysis of our financial position is available to the board on a monthly basis, with weekly financial reviews within the management team. The board and senior management team monitor the organisational and operational risks and operational efficiencies to make the best use of our resources. The board continues to consider the very real possibility of decreases in local funding and impacts of austerity measures on grant availability. Work continues on a more formal risk management strategy.

Organisation

The Board of Trustees meets bi-monthly (plus additional meetings as required) and has control of the Charity and its property and funds.

The Centre Director has day-to-day responsibility for the provision of services in line with the policies and plans agreed by the Board. The Centre Director, working with the Deputy Director who supervises the staff team, which consists of one full-time and seven part-time staff as well as some casual staff who provide cover in busy times. The Centre also has a number of regular and dedicated volunteers who provide staffing for our reception desk, events and in maintaining the Centre.

Related Parties

None of our Trustees receive remuneration or other benefit from their work with the charity. Any conflict of interest faced by a Trustee must be declared. There have been no such declarations in the current year.

The Horsebridge Arts and Community Centre is the sole shareholder of The Horsebridge Cafe Limited, a company limited by shares with its own Board of Directors. Following the letting of the lease to the Revival Café (discussed above) this company will cease trading.

Trustees' responsibilities in relation to the financial statements

The Trustees confirm that the annual report and the financial statements of the company comply with the current statutory requirements of the company's governing document and the provisions of the Charities SORP (FRS 102) and the Companies Act 2006.

Signed by order of the trustees on

by:

Mrs Z A Cloke

INDEPENDENT EXAMINERS REPORT TO THE TRUSTEES OF

HORSEBRIDGE ARTS AND COMMUNITY CENTRE

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2019 which are set out on pages 15 to 24.

Responsibilities and basis of report

As the charity's trustees of the Company (and also 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 your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

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 386 of the 2006 Act other than any requirements 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 the 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.

**S J Wren FCCA
Accountancy Matters (Kent) Limited
Chartered Certified Accountants
31 Queen Street
Ramsgate
Kent CT11 9DZ**

Date :

HORSEBRIDGE ARTS AND COMMUNITY CENTRE

STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2019

	Notes	Unrestricted funds	Restricted funds	Total funds 2019	Total funds 2018
		£	£	£	£
INCOME					
Income from charitable activities	2	132,211	58,331	190,542	170,511
Income from other trading activities	3	31,011	-	31,011	27,203
Donations	4	5,667	300	5,967	13,175
Investment income		-	-	-	-
TOTAL INCOME		168,889	58,631	227,520	210,889
EXPENDITURE					
Costs of raising funds	5	24,647	2,529	27,176	15,650
Charitable activities	5	168,005	60,086	228,091	175,637
TOTAL EXPENDITURE		192,652	62,615	255,267	191,287
NET (EXPENDITURE)/INCOME FOR THE YEAR BEFORE TRANSFERS					
	6	(23,763)	(3,984)	(27,747)	19,602
Transfers between funds	14	6,227	(6,227)	-	-
NET MOVEMENT IN FUNDS FOR THE YEAR		(17,536)	(10,211)	(27,747)	19,602
Balance as at 1 April 2018		(33,157)	18,914	(14,243)	(33,845)
BALANCE AT 31 MARCH 2019		(50,693)	8,703	(41,990)	(14,243)

HORSEBRIDGE ARTS AND COMMUNITY CENTRE**BALANCE SHEET
AS AT 31 MARCH 2019**

	Notes	2019 £	2018 £
FIXED ASSETS			
Tangible assets	8	7,798	12,096
Investments	9	<u>1</u>	<u>1</u>
		7,799	12,097
CURRENT ASSETS			
Stock		2,383	3,645
Debtors and prepayments	10	23,620	17,985
Cash at bank and in hand		<u>4,451</u>	<u>26,926</u>
		30,454	48,556
CREDITORS: amounts falling due within one year			
	11	<u>(78,777)</u>	<u>(71,830)</u>
NET CURRENT LIABILITIES			
		<u>(48,323)</u>	<u>(23,274)</u>
		(40,524)	(11,177)
CREDITORS: Amounts falling due after more than one year			
	12	(1,466)	(3,066)
NET LIABILITIES			
	13	<u>(41,990)</u>	<u>(14,243)</u>
Represented by:			
FUNDS OF THE CHARITY			
Unrestricted general fund	14	(50,693)	(33,157)
Restricted funds	14	<u>8,703</u>	<u>18,914</u>
TOTAL FUNDS			
		<u>(41,990)</u>	<u>(14,243)</u>

For the financial year ended 31 March 2019 the company was entitled to exemption from audit under s.477 Companies Act 2006 and no members have deposited a notice under s.476 requiring an audit.

The directors acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with s.386 of the Act for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit or loss for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

The accounts are prepared in accordance with the provisions applicable to companies subject to the small companies' regime in part 15 of the Companies Act 2006 relating to small companies and in accordance with the Charities SORP (FRS 102).

Approved and signed for issue by the trustees on

Mrs Z A Cloke

Mr S A Lawton

Company number - 04727071

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

1 ACCOUNTING POLICIES

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

Horsebridge Arts and Community Centre 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 note.

The principal accounting policies adopted are as follows:

a) Preparation of the accounts on a going concern basis

The trustees are confident the charity will remain a going concern in the coming twelve months, for the following reasons: the trustees have projected forward the charity's budget and cashflow position to 31 March 2020; a programme of fundraising additional income from grants is underway and has been successful in securing significant new sources of grant income for projects and contributions to existing running costs; a detailed future feasibility study and business plan has been developed; projected income is not reliant on any single source, and is secured from a mix of self-generated income from hire, sales and donations, in addition to grant income; cashflow is monitored in detail on a weekly basis to ensure liabilities are settled: this monitoring will continue in the coming year. Whilst the charity has negative unrestricted funds, this is in part due to the charity deferring income for future hire of its spaces (ie hire that is to take place after 31 March 2019). This deferred income is only due for repayment to hirers if a hire is cancelled, and the majority of the deferred hire income relates to the hire of gallery spaces, which are in high demand and are fully booked in advance. It is therefore considered very unlikely that this deferred hire income will be liable to be repaid.

b) Consolidation

The charity and its subsidiary undertaking comprise a small group and have therefore taken advantage of the exemption provided by section 398 of the Companies Act not to prepare group accounts.

c) Incoming resources

Fees receivable - are included when the Charity is legally entitled to the income, any performance conditions attached to the item of income have been met, it is probable that the income will be received and the amount can be measured reliably. As from 1 April 2017, income receivable where part, or all of such income is legally due to a third party, has been reduced by the amount payable to the third party.

Grants receivable - grants made to finance the activities of the Charity are credited to the Statement of Financial Activities (SOFA) in the period to which they relate.

Other income - other income, including donations and gifts are included as they were received.

Deferred income - income received in advance of the period to which it relates is reflected in deferred income within the balance sheet.

d) Resources expended

All expenditure is accounted for on an accruals basis and includes VAT where applicable. All expenditure directly related to the provision of service delivery is included within the charitable expenditure. Other costs incurred have been allocated between activities for generating funds and governance as appropriate. Where such costs relate to more than one functional cost category they have been split on an estimate of time spent.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019

1 ACCOUNTING POLICIES

e) **Depreciation of fixed assets**

Tangible fixed assets costing more than £200 are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life as follows :

Fixtures, fittings and equipment	20% straight line
----------------------------------	-------------------

f) **Stock**

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

g) **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Income received for restricted purposes is included in a separate restricted fund against which appropriate expenditure is allocated.

h) **Pensions**

The pension cost charge in the Statement of Financial Activities represent the contributions payable by the Charity in the relevant year.

i) **Significant judgements and estimates**

No significant judgements or estimates have had to be made by the Trustees in preparing these financial statements.

j) **Cashflow statement**

The charity have taken advantage of Update Bulletin 1 of the Charities SORP, which dispenses with the need for smaller charities to prepare a statement of cashflows.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019

2 INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Unrestricted funds £	Restricted funds £	2019 Total funds £	2018 Total funds £
Grants :				
Canterbury City Council	48,550	-	48,550	40,000
Big Lottery Fund	-	20,881	20,881	23,991
Big Lottery Fund Awards for All		8,650	8,650	-
Heritage Lottery Fund	-	9,200	9,200	9,900
The Henry Smith Charity	-	6,000	6,000	-
Arts Council England	-	13,600	13,600	1,500
Fees receivable :				
Venue hire	78,504	-	78,504	91,863
Box office income	3,037	-	3,037	2,633
Inhouse activities	2,120	-	2,120	624
	<u>132,211</u>	<u>58,331</u>	<u>190,542</u>	<u>170,511</u>

3 INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	2019 Total funds £	2018 Total funds £
Rental income	2,237	-	2,237	2,460
Advertising income	5,990	-	5,990	6,955
Shop income	20,871	-	20,871	15,512
Commission from third party sales	506	-	506	1,039
Membership income	580	-	580	925
Sundry income	827	-	827	312
	<u>31,011</u>	<u>-</u>	<u>31,011</u>	<u>27,203</u>

4 DONATIONS AND GRANTS

	Unrestricted funds £	Restricted funds £	2019 Total funds £	2018 Total funds £
Donations	5,667	-	5,667	4,055
Grants:				
Garfield Weston Foundation	-	-	-	7,500
Canterbury Arts Council	-	300	300	320
University of Brighton	-	-	-	300
Tesco Bags of Help	-	-	-	1,000
	<u>5,667</u>	<u>300</u>	<u>5,967</u>	<u>13,175</u>

Of the total income in 2018 of £210,889, £173,428 was unrestricted and £37,461 was restricted.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

5 TOTAL RESOURCES EXPENDED

	Unrestricted funds £	Restricted funds £	2019 Total funds £	2018 Total funds £
Costs of activities for generating funds :				
Shop purchases	11,593	336	11,929	5,157
Wage costs	6,943	-	6,943	3,146
Website	233	-	233	233
Publicity	5,878	2,193	8,071	7,114
	<u>24,647</u>	<u>2,529</u>	<u>27,176</u>	<u>15,650</u>
Service delivery costs				
Wage costs	73,362	32,904	106,266	83,553
Event and activity costs	2,791	19,672	22,463	7,397
Rates and water	7,729	-	7,729	6,767
Light and heat	11,242	-	11,242	13,330
Repairs and maintenance	932	87	1,019	7,169
Cleaning and waste	4,725	49	4,774	3,938
Travelling costs	0	263	263	161
Licences and memberships	456	510	966	225
Insurances	1,544	240	1,784	1,591
Support costs				
Wage costs	39,350	-	39,350	26,780
Bad debts	167	-	167	204
Welfare and training	2,456	2,132	4,588	2,195
Telephone	1,970	-	1,970	1,870
Postage and stationery	700	291	991	535
IT and equipment costs	690	3,931	4,621	1,812
Bank and credit card charges	2,393	7	2,400	2,328
Loan charges and interest	400	-	400	400
Payroll fees	792	-	792	756
Bookkeeping software	629	-	629	574
Legal and professional fees	3,512	-	3,512	3,797
General expenses	288	-	288	129
Depreciation	6,005	-	6,005	5,900
Loss on disposal of fixed assets	-	-	-	-
Governance costs				
Wage costs	4,372	-	4,372	2,976
Independent Examiner's fee	1,500	-	1,500	1,250
	<u>168,005</u>	<u>60,086</u>	<u>228,091</u>	<u>175,637</u>
	<u>192,652</u>	<u>62,615</u>	<u>255,267</u>	<u>191,287</u>

Of the total expenditure in 2018 of £191,287, £170,524 was unrestricted and £20,763 was restricted.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

6 NET INCOME	2019	2018
	£	£
This is stated after charging:		
Depreciation	6,005	5,900
Independent Examiner's remuneration	1,500	1,250
	<u> </u>	<u> </u>

7 INFORMATION REGARDING EMPLOYEES	2019	2018
	£	£
Wages and salaries	143,446	111,287
Sub contract labour	5,390	1,080
Social security costs	7,429	4,832
Pension contributions	3,666	2,256
Employment Allowance	(3,000)	(3,000)
	<u> </u>	<u> </u>
	<u>156,931</u>	<u>116,455</u>

The average monthly head count was 13 staff (2018 - 13 staff).

The average number of employees based on full time equivalents analysed by function was:

	2019	2018
	Number	Number
Service delivery	6	5
Management and administration	2	1
	<u> </u>	<u> </u>
	<u>8</u>	<u>6</u>

No employee received remuneration of more than £60,000.

No trustees received remuneration or expenses from the charity during the year (2017 - £Nil).

The total employee benefits (including employers national insurance) of the key management personnel of the charity were £60,387 (2018 - £42,126)

8 TANGIBLE FIXED ASSETS	Fixtures fittings & equipment	Total
	£	£
Cost		
As at 1 April 2018	35,395	35,395
Additions	1,707	1,707
Disposals	-	-
	<u> </u>	<u> </u>
As at 31 March 2019	<u>37,102</u>	<u>37,102</u>
Depreciation		
As at 1 April 2018	23,299	23,299
Charge for the year	6,005	6,005
Eliminated in disposals	-	-
	<u> </u>	<u> </u>
As at 31 March 2019	<u>29,304</u>	<u>29,304</u>
Net book value		
As at 31 March 2019	<u>7,798</u>	<u>7,798</u>
	<u> </u>	<u> </u>
As at 31 March 2018	<u>12,096</u>	<u>12,096</u>

HORSEBRIDGE ARTS AND COMMUNITY CENTRE

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

9 INVESTMENTS	2019	2018
	£	£
Cost	1	1

The investment is in respect of the charity's 100% owned subsidiary- Horsebridge Café Limited, a company registered in England. The company's principal activity is the operation of a café at The Horsebridge Centre.

Horsebridge Café Limited (Loss)/Profit for the year ended 31 March 2019	(2,231)	(682)
Capital and reserves as at 31 March 2019	(3,959)	(1,728)

As stated in Note 18 below, Horsebridge Café Limited ceased trading on 31 May 2019 and the final statutory accounts have been prepared for the period from 1 April 2018 to 31 May 2019. The above figures have therefore been extracted from the company's management accounts.

10 DEBTORS	2019	2018
	£	£
Trade debtors	11,650	9,047
Amount owed by group undertaking	2,310	32
Other debtors	169	-
Prepayments	8,782	8,571
Accrued income	709	335
	<u>23,620</u>	<u>17,985</u>

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2019	2018
	£	£
Trade creditors	23,506	4,017
Taxation and social security	2,089	1,670
Other creditors	545	5,453
Loan - Kent Community Foundation	1,600	1,600
Accruals	8,435	15,847
Deferred income	42,602	43,243
	<u>78,777</u>	<u>71,830</u>

12 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	2019	2018
	£	£
Loan - Kent Community Foundation	1,466	3,066
	<u>1,466</u>	<u>3,066</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

13 ANALYSIS OF NET ASSETS BETWEEN FUND	General funds £	Restricted funds £	Total £
Fixed assets	7,798	-	7,798
Investments	1	-	1
Current assets	21,751	8,703	30,454
Current liabilities	(78,777)	-	(78,777)
Long term liabilities	(1,466)	-	(1,466)
Net assets as at 31 March 2019	(50,693)	8,703	(41,990)

14 MOVEMENT IN FUNDS	As at 1 04 2018 £	Incoming resources £	Outgoing resources £	Transfers £	As at 31 03 2019 £
Restricted funds					
The Henry Smith Charity	-	6,000	(4,875)	(715)	410
Arts Council England	-	13,600	(13,558)	(42)	-
Heritage Lottery Fund	-	9,200	(6,210)	(2,990)	-
Big Lottery Fund Awards for All	-	8,650	(8,650)	-	-
Big Lottery Fund	17,842	20,881	(27,950)	(2,480)	8,293
Canterbury Arts Council	-	300	(300)	-	-
Laptop	72	-	(72)	-	-
Tesco Bags of Help	1,000	-	(1,000)	-	-
Total restricted funds	18,914	58,631	(62,615)	(6,227)	8,703
Unrestricted general funds	(33,157)	168,889	(192,652)	6,227	(50,693)
Total funds	(14,243)	227,520	(255,267)	-	(41,990)

15 RESTRICTED FUNDS**The Henry Smith Charity**

The grant was used towards the Young Digital Makers project, a programme of digital creative activities created by and for disadvantaged young people in and around Whitstable and Herne Bay. The funds were used for staff costs, running costs and equipment. The transfer to unrestricted funds relates to the purchase of a fixed asset

Arts Council England - Grants for the Arts

This project, funded from Grants for the Arts, was entitled Why do you never Speak? and involved two art commissions in sound and installation and a rich public programme linked to Turner Contemporary's Journeys with the Wasteland. The funds were used for artistic spending and project support.

Heritage Lottery Fund

This project, entitled Think of Me, was a memorial to the soldiers of World War One from Whitstable. The funds were used for research, workshops and an exhibition of cushions created in memory of the soldiers. The transfer to unrestricted general funds relates to a contribution towards the charity's premises costs amounting to £2,250 and £740 relating to the purchase of a fixed asset.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019

15 RESTRICTED FUNDS

Big Lottery Fund Awards for All - Historical Waste Map

This project, funded from Awards for All, was entitled Historical Waste Map. The project engaged the local community in looking after the local marine and beach environment and changing habits on how we create, reduce and reuse waste. The funds were used to run community events including an exhibition and parade. The transfer to unrestricted general funds relates to a contribution towards the charity's premises costs.

Big Lottery Fund - Young Digital Makers

The grant from the Big Lottery Fund is used to deliver a programme of digital making activities (creative uses of technology) created by and for disadvantaged local young people. The funds are used to employ a project manager and to cover running expenses and equipment.

Canterbury Arts Council - Think of Me project

The funds were used to run children's workshops for the Think of Me project.

Laptop

A donation received in the previous year from an individual to fund a laptop and accessories. The laptop was purchased last year and the accessories were purchased this year.

Tesco Bags of Help - Silver Screenings project

A grant received in the previous year from the Tesco Bags of Help fund is to be used for a Silver Screenings project, providing an affordable, monthly film matinee, reaching people who are at risk of social exclusion and loneliness.

16 MEMBERS LIABILITY

The company is a company limited by guarantee. The members' liability is limited to £1 each.

17 CORPORATION TAXATION

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

18 RELATED PARTY TRANSACTIONS

At the balance sheet date the charity was owed £2,311 (2018 - £32) by Horsebridge Café Limited, its 100% subsidiary undertaking. No rent or service charges are paid by the Cafe to the Centre, because the Café's primary objective is not to generate a profit but to provide a service integral to the running of the Centre. In the financial year 2019/20 the Trustees decided to close the subsidiary undertaking and lease the cafe space to an external provider.