

Registered number: 03912530

England and Wales

Charity Number: 1080735



**hillside clubhouse**

**ANNUAL REPORT AND AUDITED ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**ANNUAL REPORT AND ACCOUNTS  
YEAR ENDED TO 31 MARCH 2021**

**Contents**

1	Legal & Administrative Information
3-25	Report of the Trustees
26-28	Auditors' report
	Accounts comprising:
29	Statement of financial activities
30	Balance sheet
31	Statement of cashflows
32-42	Notes to the accounts

## HILLSIDE CLUBHOUSE

### REPORT OF THE TRUSTEES – 31 MARCH 2021

#### Legal & Administrative Information

<b>Company number</b>	-	03912530 (England and Wales)
<b>Charity number</b>	-	1080735
<b>Trustees/Directors</b>	-	D Barrett (Chairperson) A Christie S Rende C Morton J Cooke G Sanford
<b>Company secretary</b>	-	G Jones (resigned 29 October 2021)
<b>Registered office and Operational address</b>	-	Unit A 30 North Road London N7 9GJ
<b>Auditors</b>	-	Simpson Wreford LLP Chartered Accountants & Registered Auditors Wellesley House Duke of Wellington Avenue Royal Arsenal London SE18 6SS

## **HILLSIDE CLUBHOUSE**

### **REPORT OF THE TRUSTEES – 31 MARCH 2021**

The Trustees present their report and the audited financial statements for the year ended 31 March 2020 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements have been prepared in accordance with accounting policies set out in the notes to the accounts, the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and Accounting, and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard in the UK and Republic of Ireland (FRS 102).

### **EXECUTIVE SUMMARY**

We outline below a summary of the key points and achievements of the year.

- Despite the huge challenges of covid 19 high numbers of people were supported to start work – 112 (of which 102 unemployed and others were additionally supported into second or subsequent jobs)
- Wellbeing and satisfaction levels with the Clubhouse amongst members remained high during covid with slight upturns in most indicators – we report on those below - we supported members to improve or maintain their mental and physical wellbeing and lead happier more fulfilled lives and, in turn, many people avoided both practical and mental health crises.
- We responded well to the challenges of covid by adapting quickly and offering services both remotely and in person wherever we could and we maximised digital inclusion amongst our membership by sourcing equipment and providing training and supports as well as providing services by telephone and mail. We offered services face to face during the year wherever possible and allowed by guidance.
- We completed our organisational restructure and had begun recruitment to two new director roles to strengthen and future proof our organisation and infrastructure and support growth over coming years
- Following a successful three and a half years of our Camden Work and Wellbeing specialist employment support service we were granted an extension to 31 March 2022.
- Despite the financial climate we again returned healthy surpluses on funds and continue in a strong financial and strategic position.

### **OBJECTIVES AND ACTIVITIES**

The Objects of the Charity are to relieve the needs of individuals suffering from mental or physical illness or impairment of any description, in particular but not exclusively by providing, or assisting in the provision of, psycho-social rehabilitative services in order that those individuals may regain their confidence and skills.

The main strategies employed to achieve the charity's core objectives are to

- Make available opportunities to members as part of the 'work ordered day' to learn or regain work related skills

## HILLSIDE CLUBHOUSE

### REPORT OF THE TRUSTEES – 31 MARCH 2021

- Provide individually focused one to one employment support and guidance to mainstream employment
- Make available a range of external work placements and including our retail and catering outlets
- Provide social, practical and emotional support to members to help them achieve their goals

The main change that we seek to make is to ensure that our members become more confident, increase their skills base and become more socially included by way of working for mainstream employers, participating in training and education and leisure and social facilities in the mainstream and in the Clubhouse.

The Clubhouse has an extensive 'portfolio' of services to support member wellbeing and social inclusion:

- the Workday programme which helps members to develop life and workskills through volunteering to run the daily business functions of the Clubhouse
- Recovery! Project which provides practical help and support to those with personal problems or crises
- Mental Health Working Islington - information advice and guidance to mainstream employment, training and volunteering for Islington residents. Parts of the service work to the Individual Placement and Support Model within integrated NHS teams.
- Camden Work and Wellbeing – our mental health employment support service for Camden residents based on the Individual Placement and Support Model. The service also provides job sustainment and job retention support. We deliver the service in partnership with Camden and Islington NHS Foundation Trust
- Flexible work opportunities on our external catering service and in 'The Kiosk' for those that might need a stepped support to mainstream employment
- Catalyst Programme (a small individual grants scheme in partnership with the Cripplegate Foundation) for members' personal development.
- Training
- Social Programme

The trustees believe that they meet their public benefit obligation through the deployment of this strategy. The result of such public benefit is that Clubhouse members, who are all people with mental health problems, increase skills for life and work and become more socially included in work related activity including mainstream employment and education.

In planning activities and delivering services the trustees have particular regard to the Charity Commission's guidance on public benefit.

The criteria we used to measure success in the reporting period included:

## **HILLSIDE CLUBHOUSE**

### **REPORT OF THE TRUSTEES – 31 MARCH 2021**

- Measuring the numbers of people who achieved employment, training and volunteering outcomes
- Measuring wellbeing and social inclusion indicators by way of short questionnaires and surveys
- A detailed full annual satisfaction survey
- Anecdotal evidence and case studies from individuals

The Charity's long term aim is to support people to lead more fulfilling lives and to be more socially included in their local communities and we do this through the various services and shorter and medium term interventions we deliver. These include:

- Personalised one to one support from employment advisers
- Support from Clubhouse Workers with practical and emotional matters
- Training and work experience
- Supporting members to access services in the community that will benefit them.

Clubhouse members, while beneficiaries of the Charity, are also volunteers and make a significant contribution towards the day to day running of the Charity. The Clubhouse Model has an ethos of co-production whereby members are fully involved in the day to day running of the Clubhouse business functions alongside staff. This will include such services and processes as administration, catering, maintenance, business development, decision making, finance, project delivery, promotion, compliance and many other areas.

### **SUMMARY OF MAIN DEVELOPMENTS AND ACHIEVEMENTS**

It has been without a doubt the most challenging year the Clubhouse has ever faced. However the Clubhouse has proved itself to be agile and responded well to the challenges of the pandemic. We had to close to face to face working at the start of the pandemic but we quickly had telephone and virtual supports and communications up and running and we were also one of the only services in Islington of our kind to reopen when the Government's guidance on the use of multi-use facilities allowed us to reopen in Summer 2020. Much work was put into a covid secure risk management plan and limited numbers of members returned to the building by appointment in the summer. Teams operated in separate 'support bubbles' to mitigate. This continued through the summer until 5 January when rising rates and reassessment led to the decision to return to remote working. We returned to face to face working (in early April 2021). Due to the need to provide some services remotely we worked hard to maximise access for our members and looked at alternative solutions during the year where we have not been able to provide a face to face service. In addition to face to face delivery where we could we provided the following:

- One to one wellbeing and support calls to members from support workers on a regular basis (often daily) to encourage motivation, routine, safeguard, provide appropriate support and maximise engagement in workday activities
- Regular group call conference calls and project working groups to support members and engage in workday tasks
- An active online PhP bulletin board to recreate the busy buzzy atmosphere of the Clubhouse itself
- We used small grants from the London Community Response Fund to purchase data plans and simple mobile phones for those that did not have them to stay in touch
- We secured a number of laptops for loans to members

## HILLSIDE CLUBHOUSE

### REPORT OF THE TRUSTEES – 31 MARCH 2021

- We provided one to one and some more organised training to some members on Microsoft Teams
- We worked with other partners in and around Islington to source support/equipment for those needing it if we could not provide that support ourselves.
- Supported those who could do courses, applications forms, virtual interviews and volunteering online on a one to one basis and worked closely with Islington Adult Learning and the Working Men's College and other providers so that our members could maximise offers

Members faced some significant challenges which have been supported including fear and anxiety due to the ongoing situation, loneliness, accessing food, not having access to or skills for digital inclusion. A lot of support has been focussing on staying well physically and mentally including staying active and mindful.

### **Outcomes**

Despite such a difficult year some fantastic outcomes were yet again achieved: **114** people into work – a huge achievement in these times! and at least 101 undertook a wide range of training (accredited and non accredited). Furthermore 126 people were supported to return to or retain work, 24 members became external volunteers (some on covid emergency work ) and we supported at least 992\* people during the year.

(\*due to the need to transition quickly to remote services initial support provided by telephone and remotely might not all have been captured so 992 is a minimum).

### **Impact**

We had anticipated a downturn in some of our impact measures from our annual evaluation given the coronavirus situation but we are incredibly pleased to actually see slight increases in satisfaction about the impact of our services during these very difficult times.

**95%** said that we had supported them to remain mentally well

**97%** said that we had supported them to increase self-esteem, confidence and motivation

**95%** said that we had helped them to improve life skills and/or improve self care

**79%** said that we had helped them to remain physically well

**83%** said that we had helped them become more involved in other activities outside the Clubhouse

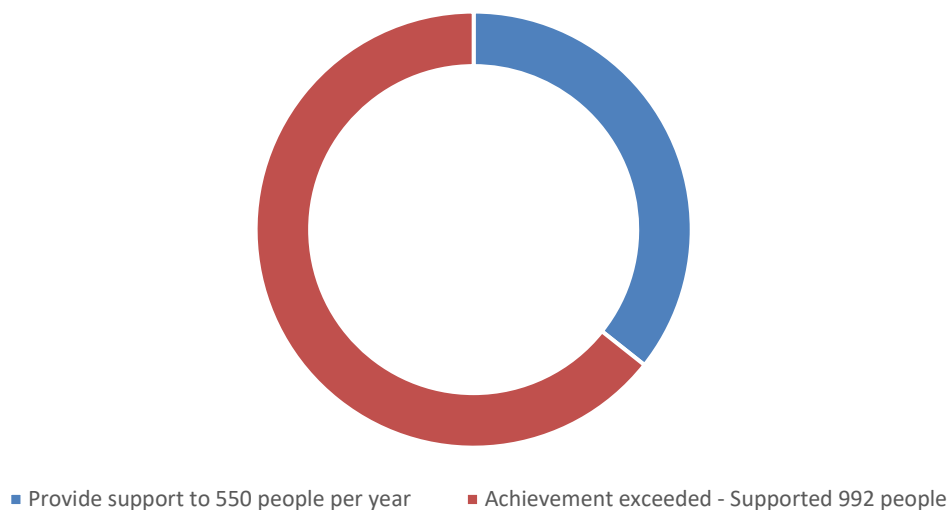
During a period where people have been afraid of mixing indoors we are also pleased that **96%** of those who have come to the Clubhouse have felt safe with our covid secure arrangements and social distancing measures and **97%** were happy with the help and support they received during lockdown periods.

## HILLSIDE CLUBHOUSE

### REPORT OF THE TRUSTEES – 31 MARCH 2021

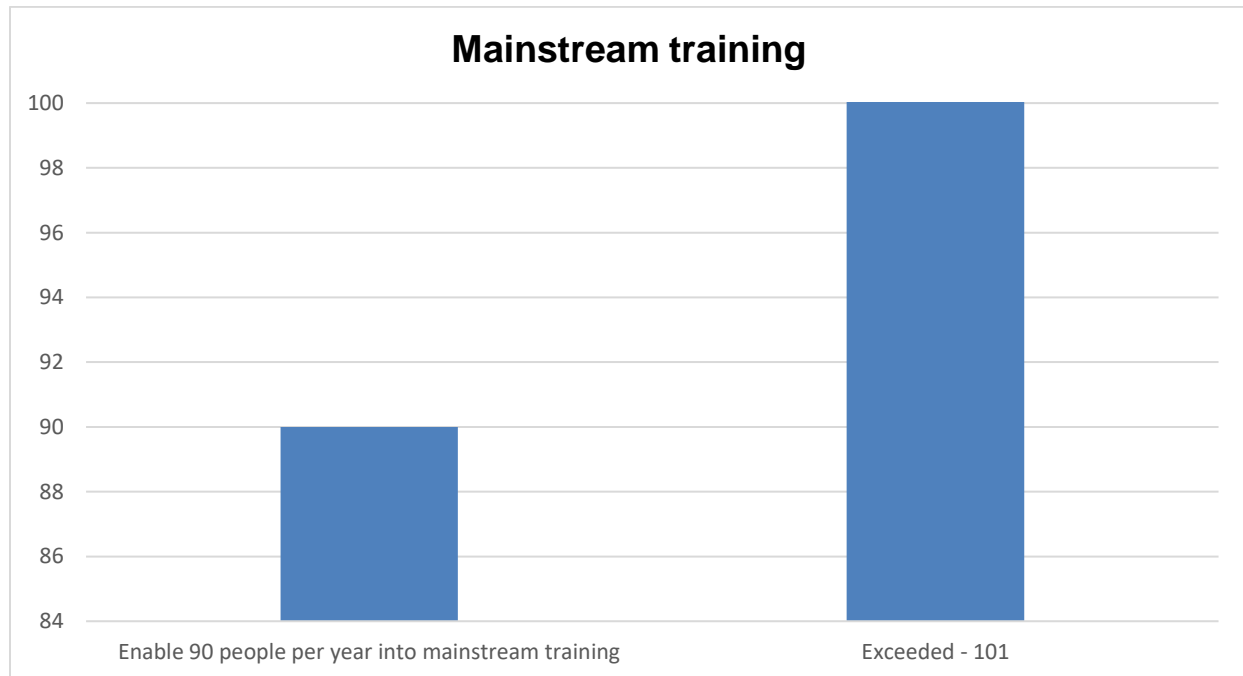
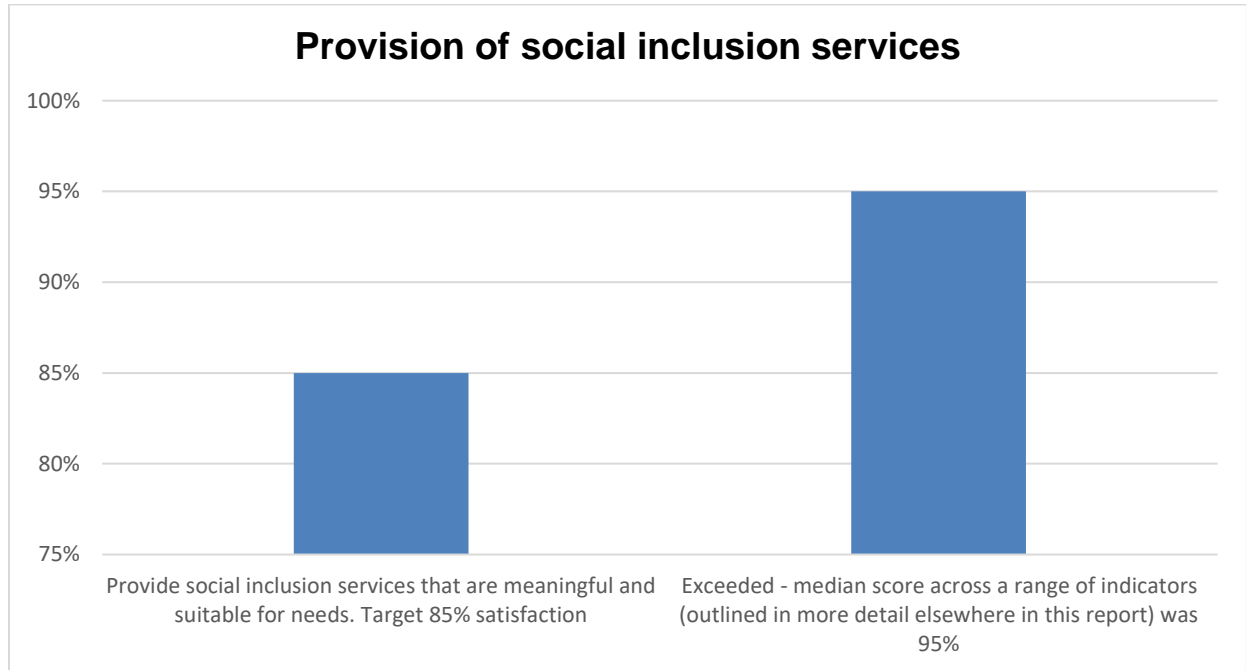
Objective	Achievement
Provide support to 550 people per year with an average daily engagement on Workday Programme of 40 per day	Exceeded – 992/during covid when the Clubhouse was allowed to open our maximum social distancing capacity in the building was 10 but much support and engagement was provided additionally remotely.
Provide social inclusion services that are meaningful and suitable for needs. Target 85% satisfaction	Exceeded – median score across a range of indicators (outlined in more detail elsewhere in this report) was 95%
Enable 90 people per year into mainstream training	Exceeded – 101
Support people into work	We supported 112 people into work (of which 102 were unemployed).  Additionally we supported 126 people who were struggling in work where mental health was at risk to retain work or find another job.
Improve wellbeing and mental health	Exceeded – median score across a range of indicators (outlined in more detail elsewhere in this report) was 92%

Number of people supported





**HILLSIDE CLUBHOUSE**  
**REPORT OF THE TRUSTEES – 31 MARCH 2021**



**HILLSIDE CLUBHOUSE**  
**REPORT OF THE TRUSTEES – 31 MARCH 2021**  
**Employment**



**We supported 112 people into work (102 unemployed)**

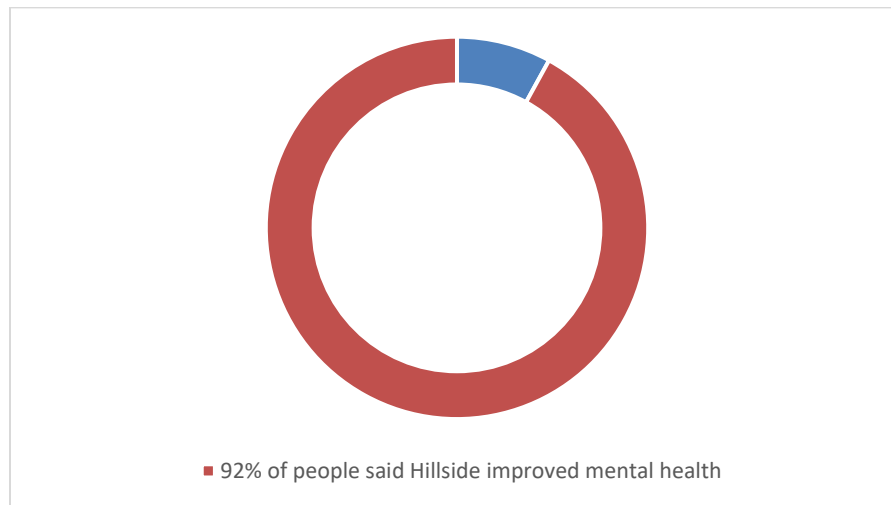


**We supported 126 people who were struggling in work where mental health was at risk to retain work or find another job**

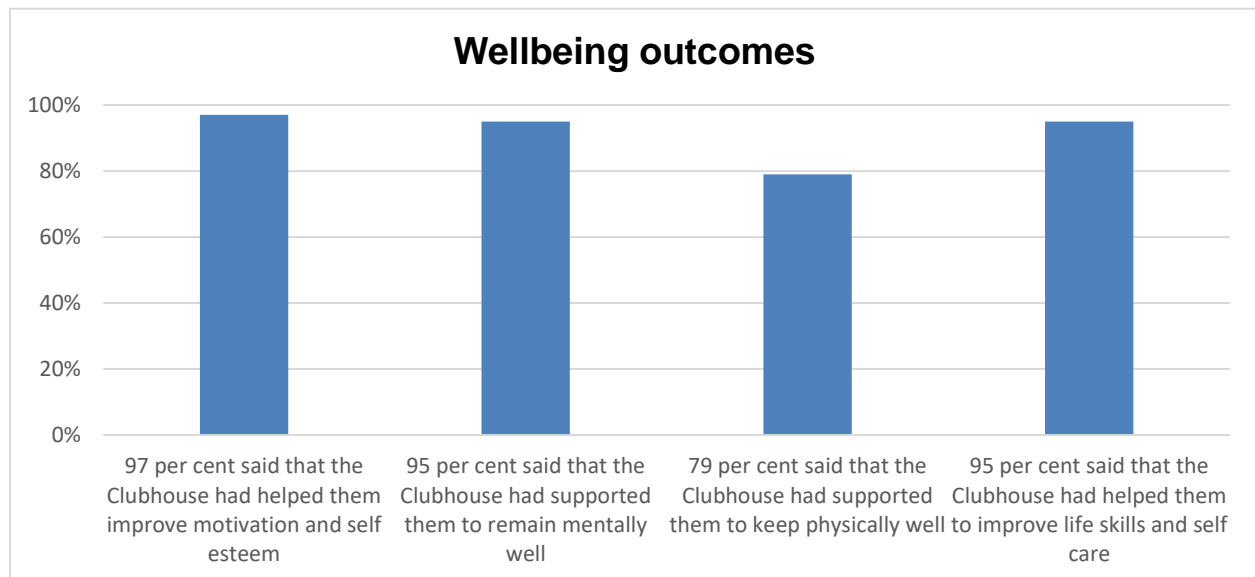
## HILLSIDE CLUBHOUSE

REPORT OF THE TRUSTEES – 31 MARCH 2021

### Wellbeing and Mental Health



- Our Recovery! Project continued to work with people on a wide range of practical and emotional support issues and enabled people to avoid mental health crises. This was particularly important during covid where many of our members felt isolated, afraid and alone. Supports included enabling people to access digital platforms, help with housing and financial problems, ensuring people had food, help with appointments and accessing goods and services as well as help with routine day to day practical problems and supporting digital inclusion during the pandemic.

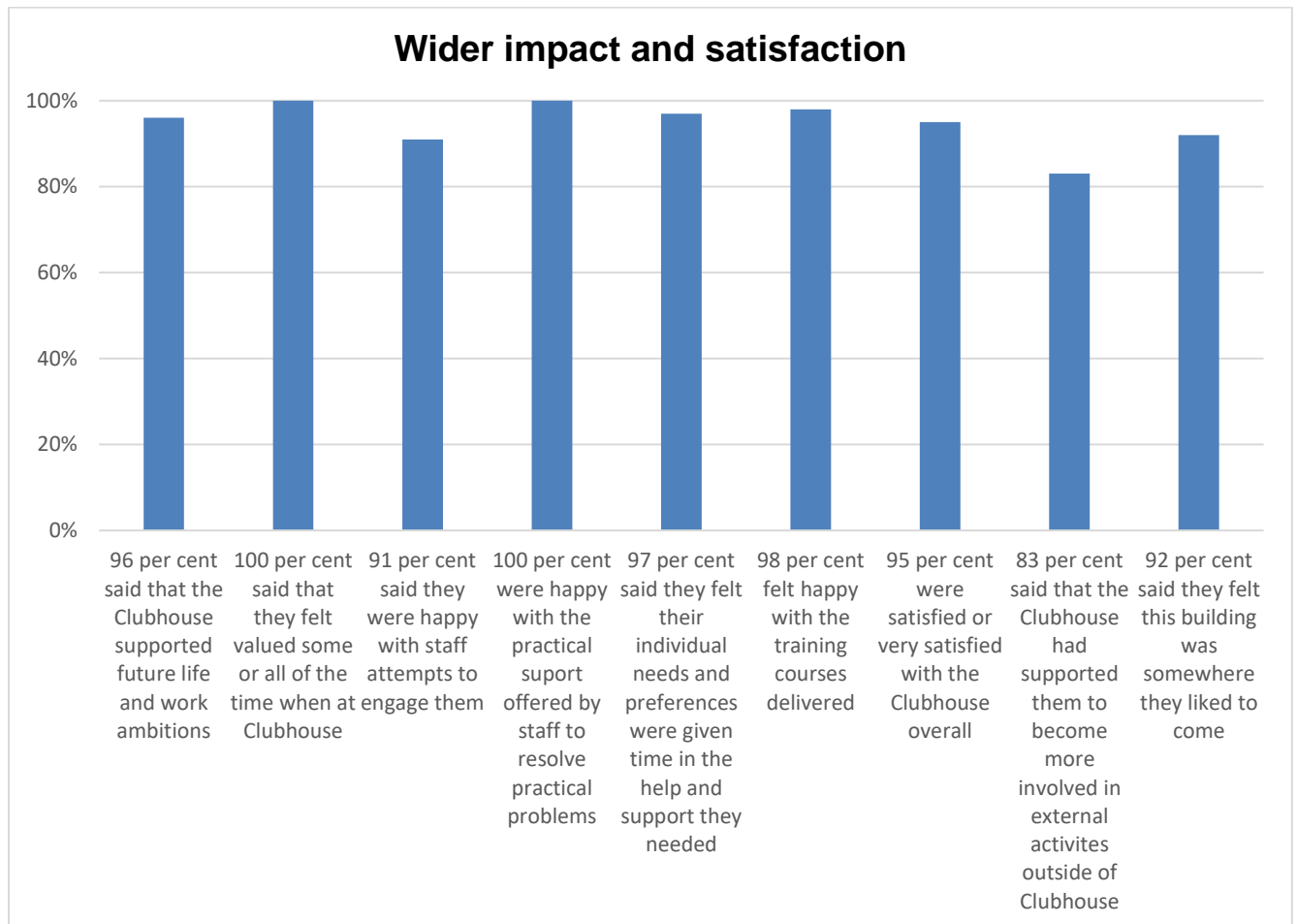


- 96 per cent said that the Clubhouse supported future life and work ambitions
- 100 per cent said that they felt valued some or all of the time when at Clubhouse
- 91 per cent said they were happy with staff attempts to engage them

## HILLSIDE CLUBHOUSE

### REPORT OF THE TRUSTEES – 31 MARCH 2021

- 100 per cent were happy with the practical support offered by staff to resolve practical problems.
- 97 per cent said they felt their individual needs and preferences were given time in the help and support they needed.
- 98 per cent felt happy with the training courses delivered
- 95 per cent were satisfied or very satisfied with the Clubhouse overall
- 83 per cent said that the Clubhouse had supported them to become more involved in external activities outside the Clubhouse.
- 92 per cent said they felt the building was somewhere they liked to come



In addition to the hard data in the satisfaction survey members have also said some very kind words about our services:

‘Help is always here at Hillside for us all’

‘Hillside has helped me improve my confidence, personal development and to interact to help and mentor other people’

‘Brilliant place in all senses of the word. It has helped me socially and practically. Helped me build my confidence and self-esteem, gain and improve my skill sets’

## **HILLSIDE CLUBHOUSE**

### **REPORT OF THE TRUSTEES – 31 MARCH 2021**

With the ongoing issues with my neighbours Hillside has been very helpful. Also helped me with my mental health, built my confidence and learnt new skills in the Kitchen.'

'Hillside helped me improve my admin skills and my social skills.'

'Hillside helped me with my confidence and to mix with other people'.

Brings joy to my life. Improved my social skills by working in the kitchen and improved my education skills'.

'Hillside is very caring. When I arrived I was lacking in confidence but it helps my confidence grow. Hillside has been very supportive and given me structure to my day. I recently passed my reception training course at Hillside and I am very proud I have achieved that.'

'For the good few years I have attended, Hillside Clubhouse has been a constant backbone of invaluable moral, emotional and practical support. A safe haven where I have always felt valued and assisted whenever needed'.

'Coming to hillside has helped my confidence a lot. I now feel I have the support from staff to get a job a that will suit me.'

'You have helped me to have purpose in life as before I felt that I couldn't do things.'

'After a terrible year being at home I am finally back at hillside everyone was so welcoming and kind it was like I had never been away.'

'My mind was everywhere it shouldn't be and Hillside has made me more stable'

## **GOVERNING DOCUMENT**

Hillside Clubhouse Limited is a company limited by guarantee governed by its Memorandum and Articles of Association dated 6 December 1999 (as amended from time to time). It is registered as a charity with the Charity Commission (number: 1080735).

## **RECRUITMENT AND APPOINTMENT OF TRUSTEES**

The Directors of the Company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Management Committee.

There is a trustee recruitment policy and new trustees are appointed on the basis of skills needed by the Board. Recruitment takes place through word of mouth, advertising through local bulletins and newsletters, through networking events, in newspapers and by mailouts as and when new trustees are needed.

## **REFERENCE AND ADMINISTRATIVE DETAILS**

The Trustees delegate day to day management of the Charity to Graeme Jones, Executive Director.

## **HILLSIDE CLUBHOUSE**

### **REPORT OF THE TRUSTEES – 31 MARCH 2021**

#### **TRUSTEE INDUCTION AND TRAINING**

There is an induction and training policy and all trustees have role descriptions. New trustees receive a thorough induction and comprehensive handbook (which sets out the obligations of trustees, contains the main documents relating to the Charity's operation, contains up to date financial information including audited accounts and contains business plans).

Induction further consists of a visit to the Clubhouse and a meeting with the Executive Director, a written induction manual, attendance at two meetings as an observer prior to joining the Board of Directors, a named trustee as a 'buddy', notes of the last three Board meetings at least. All trustees are required to sign a declaration of commitment and qualification for trusteeship form and a signed declaration of any interest in the Charity.

All trustees receive the Charity Commission newsletters. Trustees have access to governance and management committee training provided by the local voluntary action council as well as attendance at any other relevant training.

#### **RISK MANAGEMENT**

The trustees maintain a comprehensive risk register and action plan to minimise risks. This was reviewed during the financial year. The corresponding action plan sets out systems and procedures to mitigate those risks identified in the plan and procedures are implemented to minimise any potential impact on the charity should those risks materialise. The main risks faced by the Charity fall into the following areas:

- Governance
- Human resources
- ICT
- Health and Safety
- Finance
- Premises
- External profile
- Compliance (Law/Regulation)

The main risks facing the Charity are typical for a charity of our size and structure and there were no major changes to the risks reported last year which continue to include:

- Working with an increased number of people from a number of different sites brings challenges and the need to ensure not only integration within relevant teams but also robust lone working procedures. These challenges can both be around protecting staff while lone working but also management, performance and support of staff working mainly on their own and own initiative.
- The Camden Work and Wellbeing has a payment by results model whereby 25% of the contract price is paid on outcomes.
- Security of core funding.

## **HILLSIDE CLUBHOUSE**

### **REPORT OF THE TRUSTEES – 31 MARCH 2021**

New areas of risk during the year included:

- Coronavirus – this obviously had a major impact on our operations but we were able to quickly set up systems for remote working and support to members at the start of the pandemic and during periods when the building was allowed to open a robust covid secure risk management plan operated
- Loss of Programme Manager – following an organisational restructure the Programme Manager left our organisation in February 2021. This resulted in additional workloads for the Executive Director and senior managers but interim plans were quickly put in place to minimise the impact on our operations and teams
- Loss of revenue from the Kiosk and catering – due to the pandemic not catering orders were booked and revenue to the Kiosk was limited. However we were fortunate in obtaining some small grants either through government funding, the London Community Response Fund and the generosity of our existing funders. The Kiosk continues with members working on a voluntary basis meaning that financial risk is minimised. Our catering services will undertake a full review in the coming financial year.

A comprehensive building risk assessment was also undertaken during the year as well as a covid secure risk management plan. The Programme Manager and Employment Support Team Manager oversaw the risk assessment and management of individual members.

The Trustees have a rigorous and robust approach to health and safety with robust policies and practices that are regularly reviewed as well as risk management being a standing item on board meeting agendas.

### **EQUALITY AND DIVERSITY AND SERVICE USER INVOLVEMENT**

The trustees also apply a thorough and robust approach to equality and diversity. In addition to operating a general equal opportunities policy, equal opportunities and diversity run through all strands of the Clubhouse's policies, procedures, activities and monitoring and evaluation. This is further enhanced by member (service user) involvement running through all aspects of the Clubhouse's activities, delivery, management and planning. As a result of this the Clubhouse's current demographic makeup in terms of ethnicity and culture continues to be higher than the local demographic averages both in terms of staffing and membership.

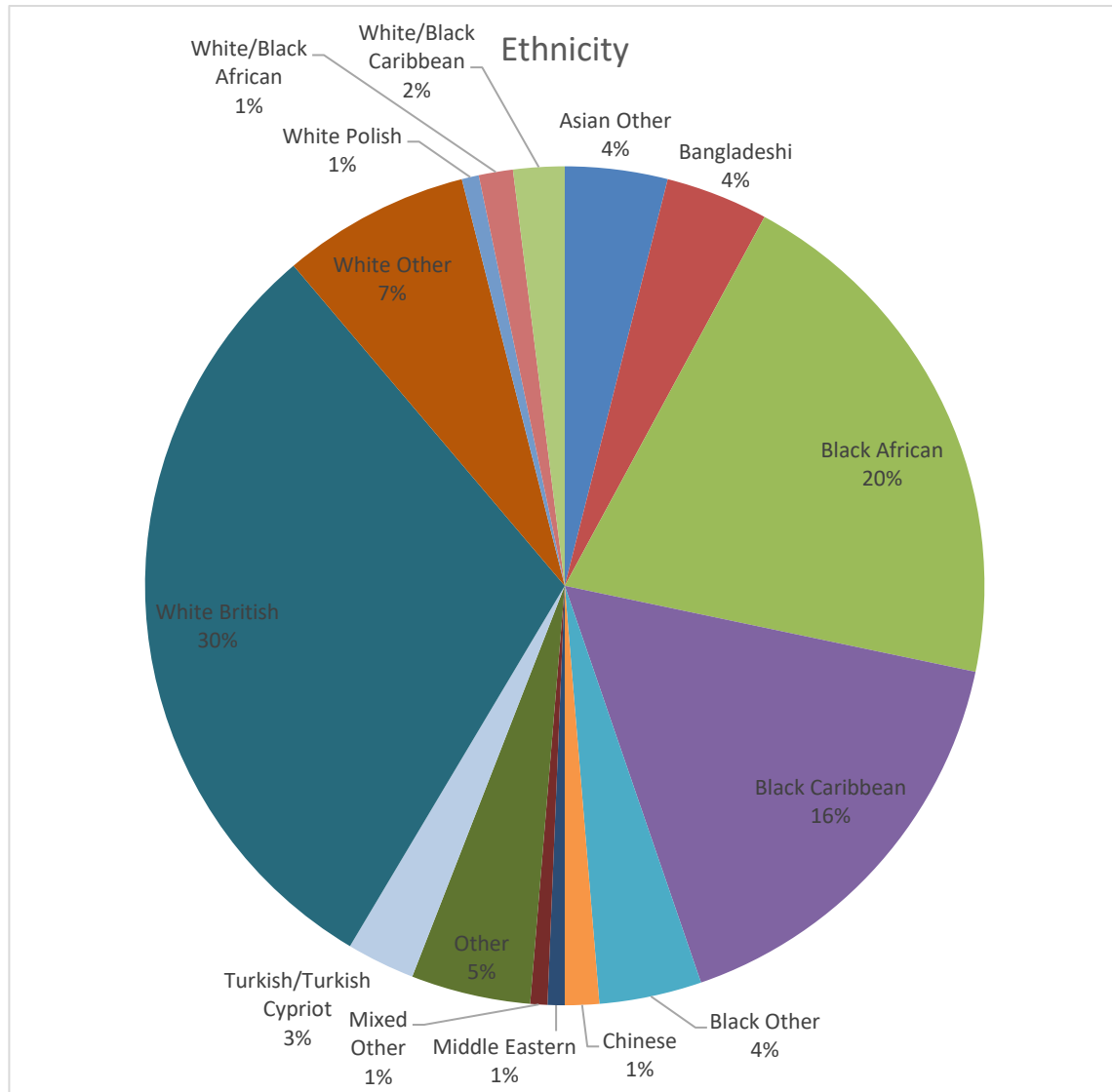
Hillside quickly responded to events following the Black Lives Matter movement with a thorough organisational review and we developed and implemented a comprehensive and robust Equality and Diversity action plan – the main tenets of which are published on our website.

Our Diversity is our Strength.

## HILLSIDE CLUBHOUSE

### REPORT OF THE TRUSTEES – 31 MARCH 2021

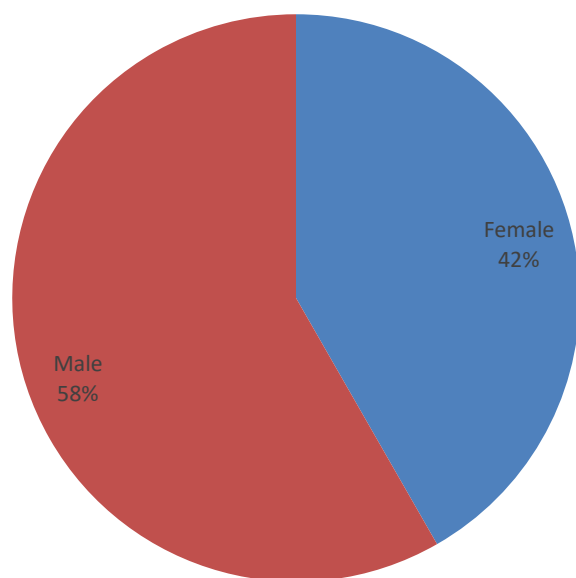
#### Our Beneficiaries – Islington



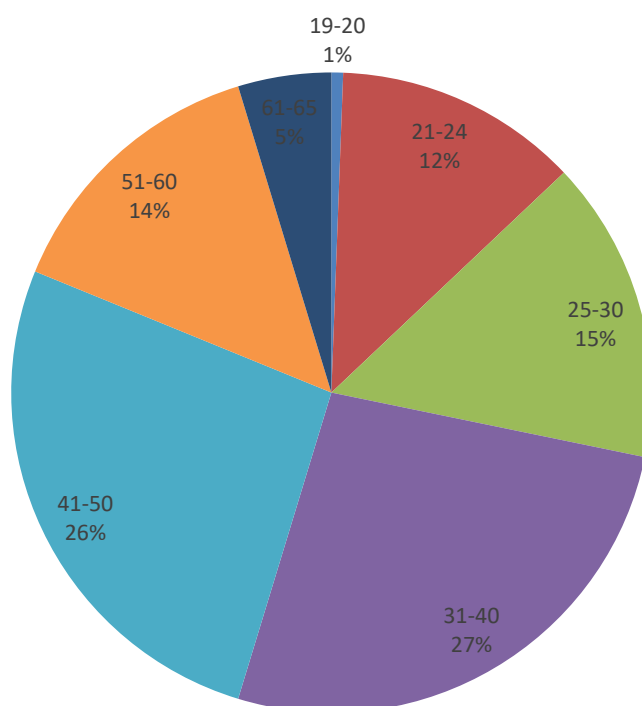


**HILLSIDE CLUBHOUSE**  
**REPORT OF THE TRUSTEES – 31 MARCH 2021**

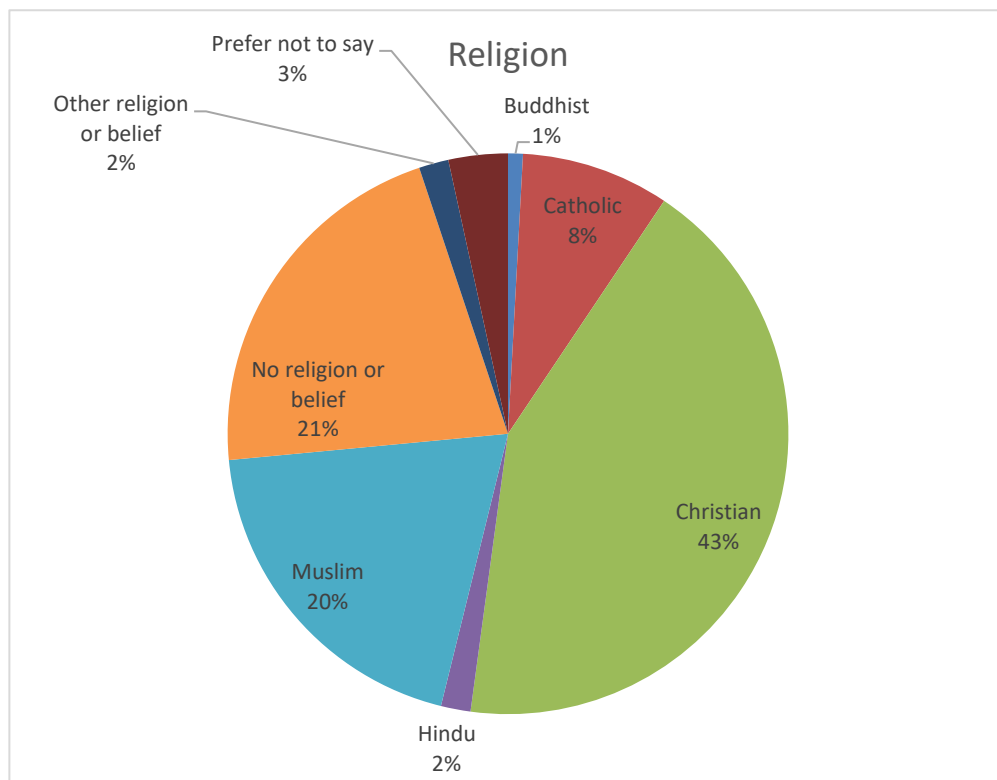
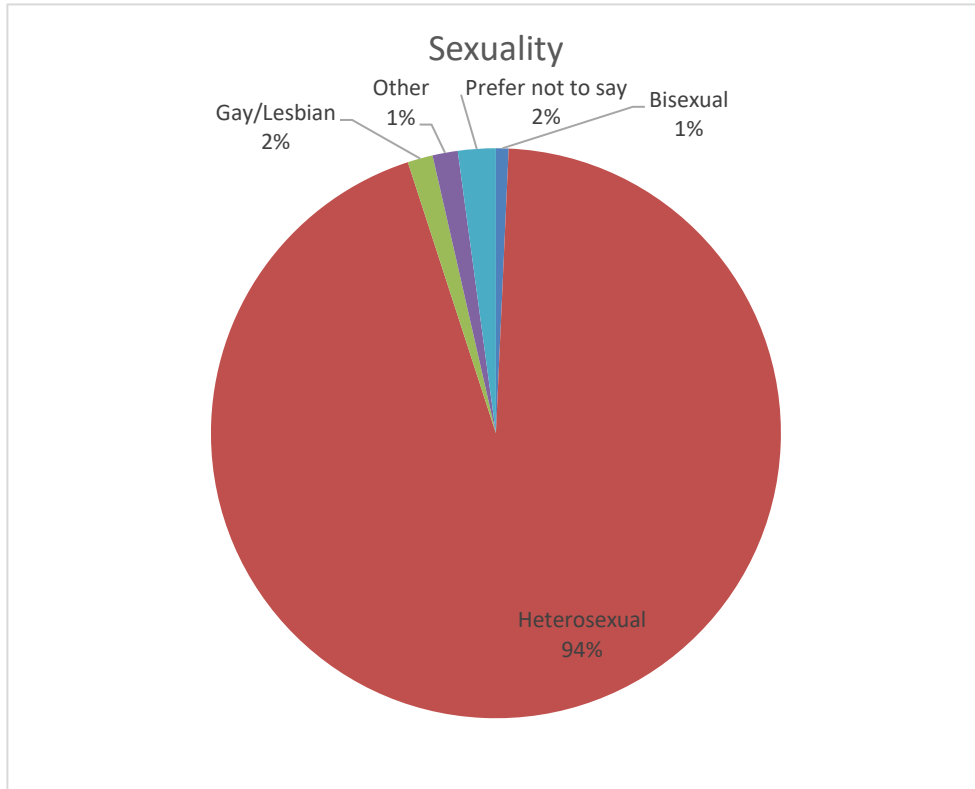
Gender



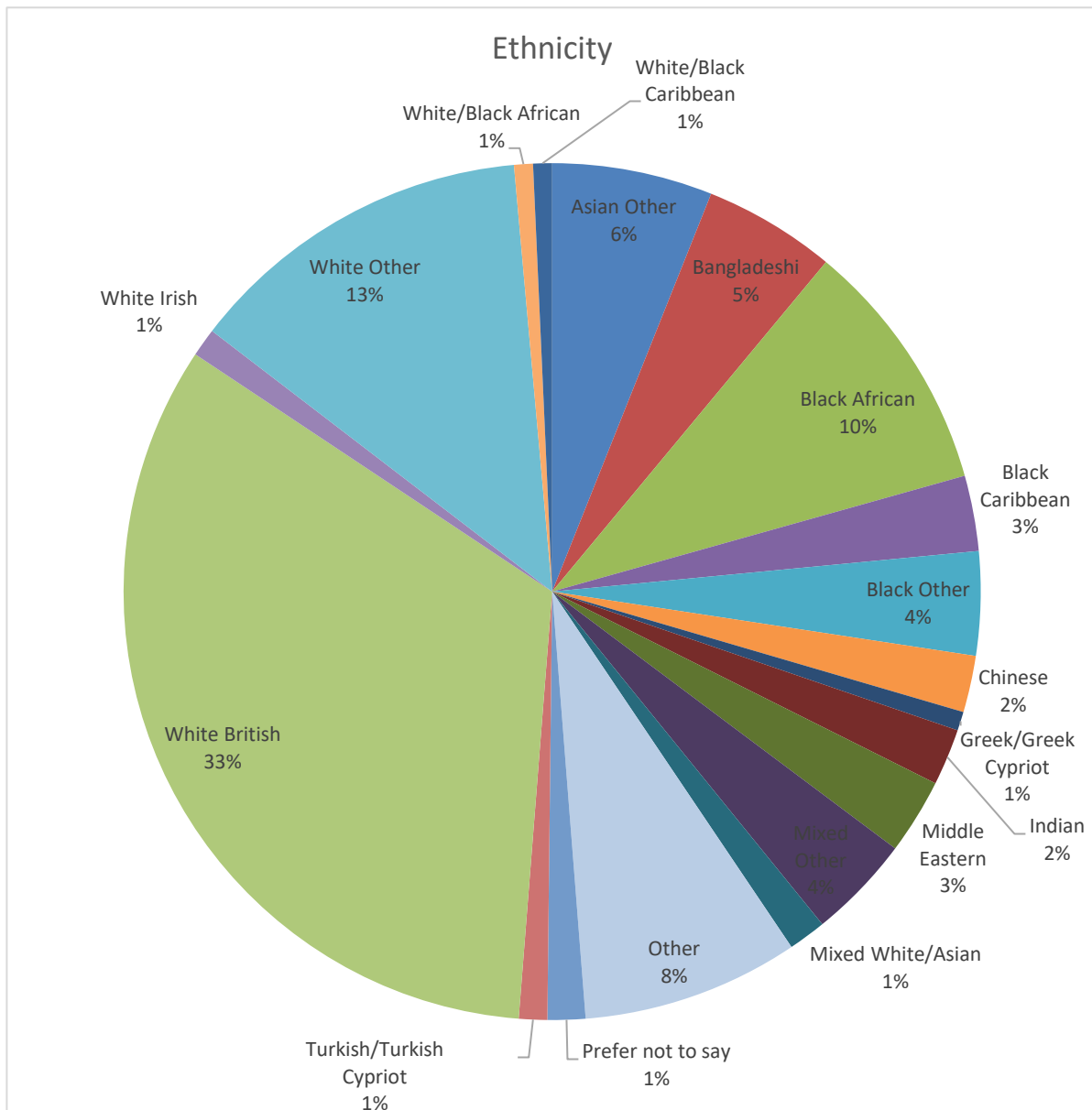
Age



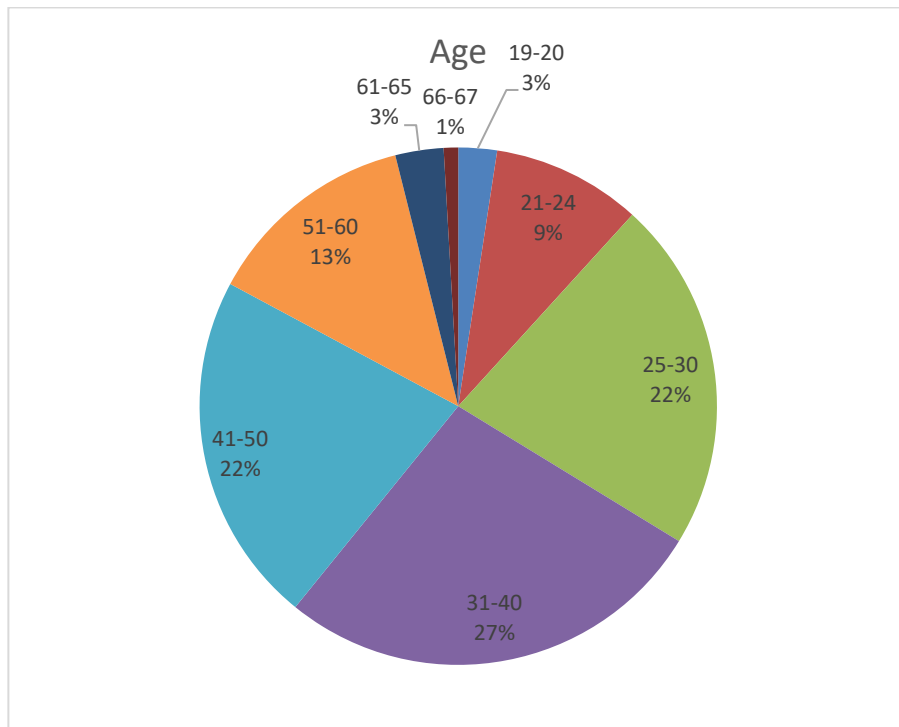
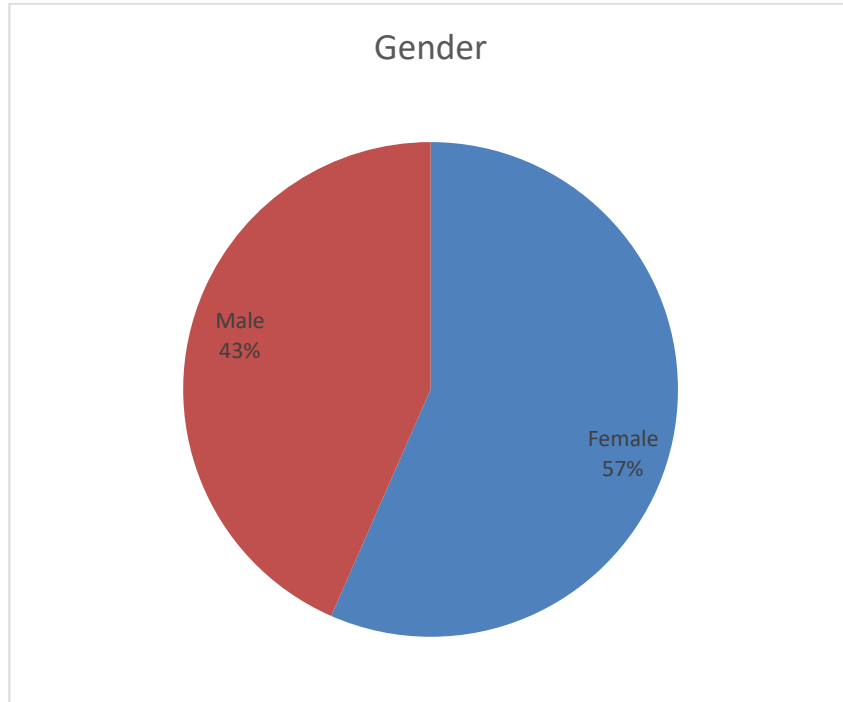
**HILLSIDE CLUBHOUSE**  
**REPORT OF THE TRUSTEES – 31 MARCH 2021**



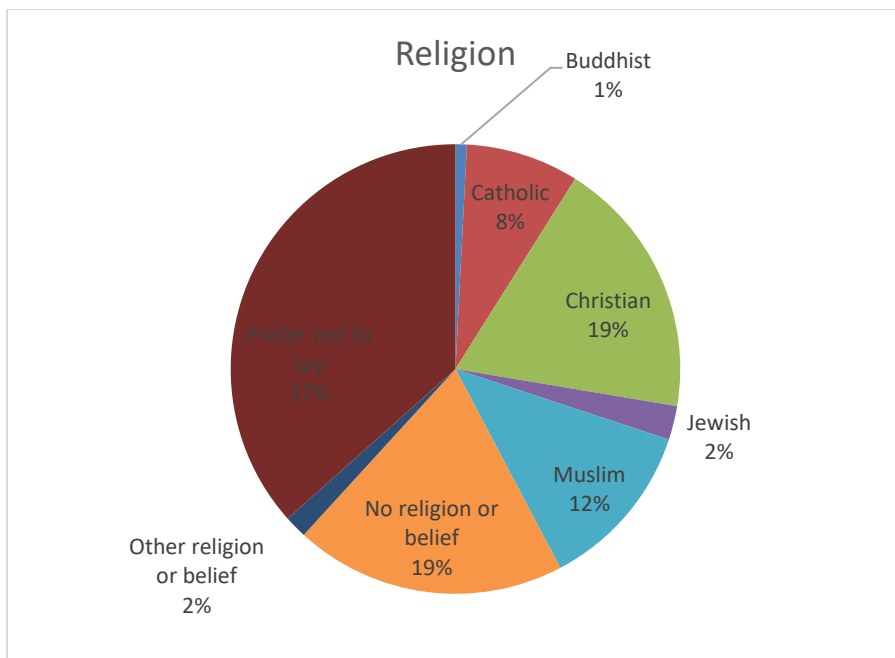
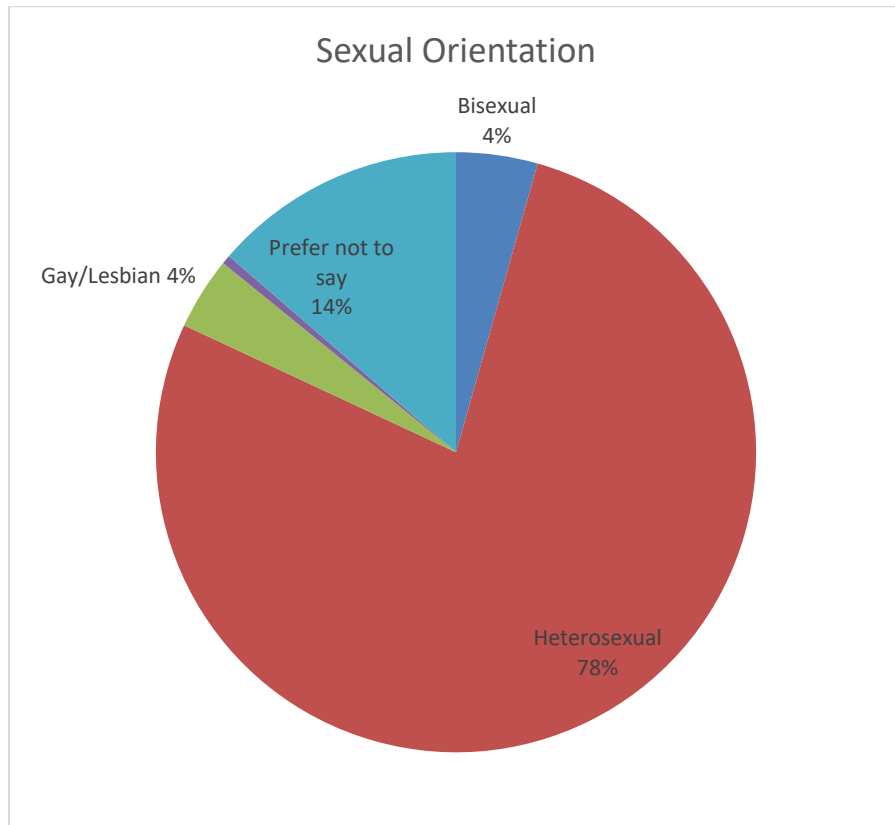
**HILLSIDE CLUBHOUSE**  
**REPORT OF THE TRUSTEES – 31 MARCH 2021**  
**Our Beneficiaries - Camden**



**HILLSIDE CLUBHOUSE**  
**REPORT OF THE TRUSTEES – 31 MARCH 2021**



**HILLSIDE CLUBHOUSE**  
**REPORT OF THE TRUSTEES – 31 MARCH 2021**



## **HILLSIDE CLUBHOUSE**

### **REPORT OF THE TRUSTEES – 31 MARCH 2021**

#### **ORGANISATIONAL STRUCTURE**

Hillside Clubhouse has a trustee Board of no more than twelve and not less than four persons. The trustees, as directors are responsible for overall policy and meet on average every six weeks. There are additional sub committees for personnel and other ad hoc sub committees are convened as and when required. The Board of trustees are responsible for overall policy but much of the day to day activity is conducted by individuals to whom it delegates authority. Day to day responsibility is delegated to the Executive Director who has responsibility for the overall strategy and direction of the organisation and associated operational managers who have responsibility for day to day operational matters. The Employment Support Team Manager has operational responsibility for the Mental Health Working Team and there are two operational managers for Camden Work and Wellbeing (one in Primary Care and one in Secondary Care).

There were a maximum of 25 other members of staff who were responsible for delivery of the Clubhouse's services to members in this year.

#### **CHALLENGES AND OPPORTUNITIES**

##### **Restructure**

Since our inception in 2000 we have grown in size five-fold. While this has obviously been positive for beneficiaries the growth, wide variety of services and their technical complexities had stretched the senior management infrastructure. We therefore commissioned an independent review from an expert consultancy who recommended deletion of one management role and the creation of two director roles (one for employment services and one for clubhouse operations) and an administration post. We have now completed that review and recruitment is live. Both new roles will also have a focus on further business development. This will enable us to be more agile and respond to challenges and opportunities ahead as well as being able to bid for more services and tenders. This will be essential as we face a number of challenges going forward – our specialist employment support contracts come to an end at the end of July 2022 and March 2022 respectively.

##### **Sustainability of catering and retail**

The long term sustainability of our catering and retail outlet is of concern given that we are unlikely to see returns to full time working for many of our customers so the new director appointed will be tasked with a full feasibility review and we may have to reconfigure this part of our business. Funding for core Clubhouse operations remains the hardest to come by and income from this outlet contributes towards that.

##### **“Cocooning”**

For members themselves – while looking forward to a sense of normality going forward – our experiences have also taught us that during periods of lockdown some members have ‘cocooned’ and much work may be needed to support some to re-engage and become confident to be socially included again after such long periods of isolation. In fact emerging from the last lockdown seemed harder for many than after the first lockdown.

## **HILLSIDE CLUBHOUSE**

### **REPORT OF THE TRUSTEES – 31 MARCH 2021**

#### **NHS Transformation**

Our IPS employment services will face challenges in secondary care due to NHS reorganisation. The success of the model depends on how well integrated employment specialists are with their NHS clinical teams and this works very well with local community mental health teams but the NHS Transformation agenda with a move to the new Community Mental Health Framework will take up a lot of time due to the technical and far reaching changes these will bring not just locally but nationally in future. New 'blended' teams working with those with severe and enduring mental health issues will be set up around primary care networks and some of our specialists will need to work in these teams meaning whole new operational frameworks will need to be carefully planned to ensure successful integration within new teams.

#### **Covid-19**

This remains a significant threat but the Clubhouse has a robust and ongoing covid risk management plan to minimise risk and ensure a safe working environment for members and staff and we have proved adept at responding to changes as well as successfully containing any covid cases.

#### **NETWORKING AND PARTNERSHIPS**

Hillside Clubhouse has a strong culture of working together with other organisations and this has been a key strength in both our sustainability plans and one of the reasons we are able to deliver high levels of outcomes for our members. We continue to be very widely networked in local, regional and national forums and networks for a wide range of purposes including strategic, operational, delivery, informational, quality and capacity building purposes. Some of the key networks we worked together with in the past year included:

- Islington All Age Mental Health Partnership Board
- Local and regional employers and learning providers British Association for Supported Employment
- IPS Grow
- Social Finance
- Mental Health Employment Partnership
- Team Islington
- Voluntary Action Islington
- Islington Working
- Camden Employment and Skills Network
- Help on Your Doorstep
- Islington Borough Users' Group
- Jobcentre Plus Islington Customer Representative Forum
- Camden and Islington Mental Health Foundation Trust
- Catalyst Programme and The Cripplegate Foundation

## **HILLSIDE CLUBHOUSE**

### **REPORT OF THE TRUSTEES – 31 MARCH 2021**

- Islington Adult Learning
- Working Men's College
- Advice and money management agencies in Islington and Camden including Islington People's Rights and Mary Ward Centre
- Camden Resilience Network
- Work and Health Unit National EA in IAPT initiative and Forums
- Community Mental Health Framework planning groups for Camden and Islington

### **FINANCIAL REVIEW**

Going forward the Charity has planned prudently to ensure that financial risks ahead are mitigated.

Balanced budgets to 31 March 2022 are anticipated and we continue to constantly review our Fundraising Strategy for future years. As before the focus is on securing tenders and maximising delivery on payment by results elements of contracts. The strategy also includes tendering for new contracts and approaching charitable foundations and trusts as well as increasing self generated income through catering operations to support the core Clubhouse. The two new directors are also expected to bring in additional income.

The principal sources of funding are explained in Note 14 to the accounts and all of these funds contribute towards the Charity's aim of enabling Hillside Clubhouse members to lead more fulfilling lives and become more socially included in their communities.

At year end a surplus on general funds of £18,684 was held. This has been the result of sound financial planning and management.

The main sources of income during this period were: service level agreements and contracts with local authorities and grants. Smaller amounts of income were self generated including some external catering income.

The financial position is sound at year end and the organisation planned its budget for the next financial year during this period.

The organisation has worked hard to develop its financial sustainability again this year through fundraising, service development and securing extensions to contracts and the Trustees have designated reserves (including reserves for contingency) which are described elsewhere in this report.

Designated reserves are held and are explained below.

### **RESERVES POLICY**

The trustees have examined the charity's requirements for reserves in light of the main risks to the charity. £80,260 is held in a general reserve fund and designated funds of £806,692 were held. This is made up of £20,449 redundancy reserve, £415,000 contingency fund, £96,993 new



## **HILLSIDE CLUBHOUSE**

### **REPORT OF THE TRUSTEES – 31 MARCH 2021**

business and development fund, £52,000 running costs in 2020/21, £120,000 property fund, £45,382 property refurbishment fund and a total of £44,667 of unspent funds from Stone Family Foundation and Camden IPS designated for future spend. At the year-end 199,536 was held in a restricted capital fund and £1,330 in a restricted fund.

#### **Contingency reserve**

While the current financial picture is healthy the Charity continues to be mindful of the current financial climate and we are also keen to protect our core Clubhouse so the Trustees have carefully and prudently planned for contingencies with the aim of building up the contingency reserve to equate to a readily realisable amount equivalent to six months current turnover - (£500,000). This is particularly important in the post Covid 19 and Brexit era given that there may well be pressure on external finances particularly within the public sector. This reserve currently stands at £415,000 which equates to 5 months running costs at current levels. The Trustees continue to plan to mitigate any potential risks which include:

- less income from catering and retail outlets
- short term nature of contracts and less margin for full cost recovery on contracts
- given the nature of our work with vulnerable and often sensitive people the Trustees feel that were there to need to be any reconfiguration or winding down of services (should finances not be secured) that we would need to allow enough time to prepare people for move on and support and that period would therefore entail at least six months.
- Risks on payment by results contracts
- The difficulties of securing core funding for the Clubhouse

#### **Capital asset (property reserve)**

While this is presented as part of the Charity's reserves it is in practice money tied up in the new building (which we purchased). The funds could only be realised on sale of the building. It is therefore not money which is readily accessible or available to the Charity.

#### **PLANS FOR FUTURE PERIODS**

- To recruit and develop our two new directors and administrator
- To consolidate what we do well and to seek new opportunities for expansion
- Continue to focus on sound delivery of outcomes on our Camden Work and Wellbeing and Islington Mental Health Working Service
- To review our catering/retail operations
- To look at how we can develop our digital offer further
- Retendering for Islington and Camden contracts in 2021 and 2022
- Implementation of our new three year business plan

## **HILLSIDE CLUBHOUSE**

### **REPORT OF THE TRUSTEES – 31 MARCH 2021**

#### **TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS**

The Trustees (who are also the directors of Hillside Clubhouse for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year that give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those 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 UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charity will continue on that basis.

The Trustees are responsible for maintaining proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions

#### **STATEMENT OF DISCLOSURE TO OUR AUDITORS**

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the auditor is unaware, and
- the trustees, having made enquiries of fellow directors and the auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

#### **AUDITORS**

Simpson Wreford LLP were appointed as Independent auditors during the year and have expressed their willingness to continue in that capacity.

## **HILLSIDE CLUBHOUSE**

### **REPORT OF THE TRUSTEES – 31 MARCH 2021**

This report has been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by charities and with the small company regime (section 419 (2)) of the Companies Act 2006.

The Trustees have complied with their duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission.

Signed on behalf of the board of Trustees/directors on 22 December 2021

.....D Barrett - Chairperson

## **HILLSIDE CLUBHOUSE**

### **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HILLSIDE CLUBHOUSE FOR THE YEAR ENDED 31 MARCH 2021**

#### **Opinion**

We have audited the financial statements of Hillside Clubhouse ('the charity') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, Statement of Cashflows, Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and the United Kingdom accounting standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the strategic report and the directors' report) have been prepared in accordance with applicable legal requirements.

## HILLSIDE CLUBHOUSE

### INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HILLSIDE CLUBHOUSE FOR THE YEAR ENDED 31 MARCH 2021

#### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

#### Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on page 20, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

#### Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [[www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities)]. This description forms part of our auditor's report.

#### Extent to which the audit was considered capable of detecting irregularities, including fraud

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the computer software and support sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, data protection and FCA regulation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained

## HILLSIDE CLUBHOUSE

### INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HILLSIDE CLUBHOUSE FOR THE YEAR ENDED 31 MARCH 2021

- alert to instances of non-compliance throughout the audit.

#### **Audit response to risks identified**

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 1 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation and;
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

#### **Use of our report**

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Kate Taylor FCA (Senior Statutory Auditor)**  
**for and on behalf of Simpson Wreford LLP, Statutory Auditor**  
Wellesley House  
Duke of Wellington Avenue  
Royal Arsenal  
London SE18 6SS

Dated: 22 December 2021

# HILLSIDE CLUBHOUSE

## STATEMENT OF FINANCIAL ACTIVITIES (Including Income and Expenditure Account) FOR THE YEAR ENDED 31 MARCH 2021

		Unrestricted Funds	Designated Funds	Restricted Funds	Capital Restricted Funds (Stone Family & Tudor Trust)	Total Funds	Total Funds
		2021	2021	2021	2021	2021	2020
	Notes	£	£	£	£	£	£
<b>Income and Endowments from:</b>							
Donations and legacies	2	164,676	8,000	51,000	-	223,676	212,626
Investments		152	-	-	-	152	1,552
Charitable activities	3	896,333	-	500	-	896,833	887,907
<b>Total</b>		<b>1,061,161</b>	<b>8,000</b>	<b>51,500</b>	<b>-</b>	<b>1,120,661</b>	<b>1,102,086</b>
<b>Expenditure on:</b>							
Raising funds		11,040	-	-	-	11,040	10,742
Charitable Activities		1,045,298	-	53,665	1,958	1,100,921	1,061,970
Other		5,040	-	-	-	5,040	4,764
<b>Total</b>	4	<b>1,061,378</b>	<b>-</b>	<b>53,665</b>	<b>1,958</b>	<b>1,117,001</b>	<b>1,077,476</b>
<b>Net income / (expenditure)</b>		<b>(217)</b>	<b>8,000</b>	<b>(2,165)</b>	<b>(1,958)</b>	<b>3,660</b>	<b>24,609</b>
Transfers between funds		18,901	5,099	(24,000)	-	-	-
Net movement in funds	13	18,684	13,099	(26,165)	(1,958)	3,660	24,609
<b>Reconciliation of Funds</b>							
Total Funds brought forward		61,576	801,593	27,495	201,494	1,092,158	1,067,549
<b>Total Funds carried forward</b>		<b>80,260</b>	<b>814,692</b>	<b>1,330</b>	<b>199,536</b>	<b>1,095,818</b>	<b>1,092,158</b>

The Statement of Financial Activities includes all gains and losses in the year. All incoming resources expended derive from continuing activities.

The notes on pages 32 to 42 form part of these financial statements.

# HILLSIDE CLUBHOUSE

## BALANCE SHEET AT 31 MARCH 2021

	Notes	2021		2020	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	9		555,399		555,270
<b>CURRENT ASSETS</b>					
Stock			1,000		1,000
Debtors	10	233,516		236,579	
Cash at bank and in hand		<u>556,091</u>		<u>557,275</u>	
		790,607		794,854	
<b>CREDITORS</b>					
Amounts falling due within one year	11	<u>76,886</u>		<u>74,667</u>	
<b>NET CURRENT ASSETS</b>			713,721		720,187
<b>CREDITORS</b>					
Amounts falling due beyond one year	12		173,302		183,299
<b>NET ASSETS</b>			<u>1,095,818</u>		<u>1,092,158</u>
<b>FUNDS</b>					
Unrestricted			80,260		61,576
Unrestricted - designated			814,692		801,593
Restricted- capital			199,536		201,494
Restricted			1,330		27,495
<b>TOTAL FUNDS</b>	13		<u>1,095,818</u>		<u>1,092,158</u>

The accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and in accordance with the Financial Reporting Standard in the UK and Republic of Ireland (FRS 102).

The financial statements on pages 29 to 42 were approved by the Trustees on 22 December 2021 and signed on their behalf by:

D Barrett (Chairperson) .....  
Company number -03912530 (England & Wales)



**HILLSIDE CLUBHOUSE**

**STATEMENT OF CASHFLOWS**  
**FOR THE YEAR ENDING 31 MARCH 2021**

	Notes	2021 £	2020 £
<b>Cash used in operating activities</b>	<b>19</b>	<b><u>7,527</u></b>	<b><u>151,638</u></b>
<b>Cash flows from investing activities</b>			
Interest income		152	1,552
Purchase of tangible fixed assets		(8,863)	-
<b>Cash used in investing activities</b>		<b><u>(8,711)</u></b>	<b><u>1,552</u></b>
(Decrease)/ increase in cash and cash equivalents in the year		(1,184)	153,190
Cash and cash equivalents at the beginning of the year		557,275	404,085
Total cash and cash equivalents at the end of the year		<b><u>556,091</u></b>	<b><u>557,275</u></b>

## HILLSIDE CLUBHOUSE

### NOTES TO THE ACCOUNTS – 31 MARCH 2021

#### 1. ACCOUNTING POLICIES

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

##### **Company information**

Hillside Clubhouse is a company limited by guarantee, incorporated in England and Wales and registered as a charity with the Charity Commission. The registered office is Unit A, 30 North Road, London, N7 9GJ, which is also the principal place of business.

##### **(a) Basis of preparation**

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 Republic of Ireland (FRS102) – (Charities SORP (FRS102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in the financial statements are rounded to the nearest £.

The effects of events relating to the year ended 31 March 2021 which occurred before the date of approval of the financial statements by the Trustees has been included in the financial statements to the extent required to show a true and fair view of the state of affairs at 31 March 2021 and the results for the year ended on that date.

Hillside Clubhouse meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

##### **(b) Preparation of the accounts on a going concern basis**

The charity is considered a going concern. Adequate funding has been achieved to facilitate the charities objectives and activities for the next 12 months. There are no material uncertainties about the charity's ability to continue as a going concern.

##### **(c) Incoming resources**

Income represents grants, donations receivable and other sundry income receivable in the year ended 31 March 2021. All income is recognised over the period in which it relates to, following the accruals method. Grants for the purchase of fixed assets are credited to restricted incoming resources on the earlier date of when received or when they are receivable. Depreciation on the leasehold property is charged against the appropriate capital fund.

## HILLSIDE CLUBHOUSE

### NOTES TO THE ACCOUNTS – 31 MARCH 2021

#### **(d) Resources expended**

Resources expended are recognised in the year in which they are incurred. Resources expended include attributable VAT which cannot be recovered.

Certain expenditure is directly attributable to specific activities and has been included in those cost categories. Certain other costs, which are attributable to more than one activity, are apportioned across cost categories on the basis of an estimate of the proportion of time spent by staff on those activities.

Charitable activities costs include the direct cost of providing services, as well as a share of overheads.

Other costs include the cost of compliance with the charity's constitutional and statutory requirements.

The cost of generating funds relate to the costs incurred by the charity in raising funds for charitable work.

Depreciation on capital items is charged to the appropriate capital fund.

#### **(e) Tangible fixed assets**

Fixed assets are valued at cost, with impairment reviews performed annually. It is the policy of the company to provide depreciation at the following annual rate in order to write off each asset over its estimated useful economic life.

Leasehold property	-	Straight line over the 125-year duration of the lease
Integral features	-	Straight line over 50 years
Fixtures and equipment	-	20% on cost
Computer equipment	-	33.33% on cost

The Trustees have decided not to capitalise any item of equipment costing less than £500.

#### **(f) Restricted funds**

Restricted funds are to be used for specific purposes as lay down by the donor. Expenditure which meets these criteria is charged to the fund.

#### **(g) Capital funds**

Capital funds are restricted funds used to purchase capital items. Depreciation on the capital items is charged against the appropriate capital fund.

#### **(h) Designated funds**

Designated funds are unrestricted funds earmarked by the Management Committee for particular purposes.

#### **(i) Unrestricted funds**

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

## HILLSIDE CLUBHOUSE

### NOTES TO THE ACCOUNTS – 31 MARCH 2021

#### **(j) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

#### **(k) Pension contributions**

The charity provides a defined contribution pension scheme for employees, the assets of which are held separately from those of the company in an independently administered fund. Contributions to this scheme are charged to the income and expenditure account as they become payable.

#### **(l) Cash at bank and in hand**

Cash at bank and cash 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.

#### **(m) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

#### **(n) Financial instruments**

The charity 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.

# HILLSIDE CLUBHOUSE

## NOTES TO THE ACCOUNTS – 31 MARCH 2021

### 2. VOLUNTARY INCOME

	Unrestricted 2021	Restricted 2021	Capital 2021	Total 2021	Total 2020
	£	£	£	£	£
<b>Grant income</b>					
Big Lottery Fund - Recovery Development	-	-	-	-	25,709
Cripplegate Catalyst	-	5,000	-	5,000	5,000
Henry Smith	-	46,000	-	46,000	34,500
Stone Family Trust	134,000	-	-	134,000	134,000
Anonymous Donation	10,000	-	-	10,000	5,000
Drapers	10,000	-	-	10,000	-
Donations	531	-	-	531	910
Social Programme	-	-	-	-	1,969
HMRC - Job Retention Scheme	11,729	-	-	11,729	-
Other	6,415	-	-	6,415	5,538
	172,676	51,000	-	223,676	212,626

### 3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted 2021	Restricted 2021	Capital 2021	Total 2021	Total 2020
	£	£	£	£	£
<b>Local authority service contracts</b>					
Camden and Islington Foundation Trust	-	-	-	-	16,668
Camden	8,365	-	-	8,365	8,260
Hackney	-	-	-	-	3,074
Islington	12,000	-	-	12,000	-
Barnet	-	-	-	-	1,680
<b>Other Service Contracts</b>					
Islington	246,948	-	-	246,948	215,672
Camden Work and Wellbeing	576,711	-	-	576,711	549,586
Camden Work and Wellbeing Wave 2	44,700	-	-	44,700	35,942
LCRF Wave 1	-	-	-	-	1,120
LCRF Wave 2	6,960	-	-	6,960	-
Mind in Camden	-	-	-	-	2,000
Tesco Bags of Help	-	500	-	500	1,000
Kiosk income	246	-	-	246	22,109
Canteen income	402	-	-	402	2,479
External catering	-	-	-	-	23,617
Food income	-	-	-	-	4,700
	896,333	500	-	896,833	887,907

# HILLSIDE CLUBHOUSE

## NOTES TO THE ACCOUNTS – 31 MARCH 2021

### 4. TOTAL RESOURCES EXPENDED

	Fundraising 2021 £	Other 2021 £	Charitable activities: <i>Employment and support</i> 2021 £	Total 2021 £	Total 2020 £
<i>Operational costs</i>					
Personnel costs	-	-	937,900	937,900	847,070
Premises costs	-	-	18,711	18,711	23,955
Direct operational costs	-	-	42,221	42,221	93,056
Grants payable	-	-	-	-	-
Depreciation	-	-	8,734	8,734	7,400
	-	-	1,007,565	1,007,565	971,481
<i>Support costs</i>					
Management costs	11,040	-	44,160	55,200	53,712
Accountancy and audit	-	5,040	3,247	8,287	8,072
Finance charges	-	-	5,936	5,936	7,640
IT expenses	-	-	12,948	12,948	10,634
Administrative costs	-	-	27,066	27,066	25,936
	11,040	5,040	93,356	109,436	105,995
	11,040	5,040	1,100,921	1,117,001	1,077,476

Fundraising costs are composed of 20% of management costs on the basis of estimated time spent by staff on grant applications.

### 5. STAFF COSTS

	2021 £	2020 £
Staff costs were as follows:		
Salaries and wages	859,114	801,817
Social security costs	77,011	68,000
Redundancy costs	25,551	-
Pension	<u>30,633</u>	<u>27,957</u>
	<u>992,309</u>	<u>897,774</u>

The average number of staff employed during the year, based on a full time equivalent, was as follows: -

	2021	2020
Management	5	5
Clubhouse workers/ employment support workers	19	20
Reablement	2	2
Kiosk workers	<u>3</u>	<u>2</u>
	<u>29</u>	<u>29</u>

There were no employees with emoluments above £60,000.

# HILLSIDE CLUBHOUSE

## NOTES TO THE ACCOUNTS – 31 MARCH 2021

### 6. RELATED PARTY TRANSACTIONS

No Trustees' expenses were reimbursed for during the year. There are no other related party transactions.

### 7. NET INCOME FOR THE YEAR

This is stated after charging:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Auditors' remuneration - audit fee	5,040	4,764
Depreciation of owned assets	<u>8,734</u>	<u>7,400</u>

### 8. 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.

### 9. TANGIBLE FIXED ASSETS

<b>Cost</b>	<b>Leasehold property</b>	<b>Computer equipment</b>	<b>Fixtures and equipment</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
At 1 April 2020	604,605	13,815	17,609	636,029
Additions	-	8,863	-	8,863
At 31 March 2021	<u>604,605</u>	<u>22,678</u>	<u>17,609</u>	<u>644,892</u>
<b>Depreciation</b>				
At 1 April 2020	49,944	13,815	17,000	80,759
Charge for year	5,171	2,954	609	8,734
At 31 March 2021	<u>55,115</u>	<u>16,769</u>	<u>17,609</u>	<u>89,493</u>
<b>Net book value</b>				
<b>At 31 March 2021</b>	<u><b>549,490</b></u>	<u><b>5,909</b></u>	<u><b>-</b></u>	<u><b>555,399</b></u>
At 31 March 2020	<u>554,661</u>	<u>-</u>	<u>609</u>	<u>555,270</u>

The leasehold property has been pledged as security for the bank loan, further details provided in note 12.

## HILLSIDE CLUBHOUSE

### NOTES TO THE ACCOUNTS – 31 MARCH 2021

#### 10. DEBTORS

	2021	2020
	£	£
Trade debtors	227,780	220,897
Prepayments and accrued income	5,736	10,343
Other debtors	-	5,339
Total	<u>233,516</u>	<u>236,579</u>

#### 11. CREDITORS: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	11,118	18,787
Accruals and deferred income	20,920	26,702
Other creditors	34,851	19,484
Bank loans	<u>9,997</u>	<u>9,694</u>
Total	<u>76,886</u>	<u>74,667</u>

#### 12. CREDITORS: amounts falling due after one year

	2021	2020
	£	£
Bank loans 2<5 years	43,164	41,869
Bank loans >5 years	<u>130,138</u>	<u>141,430</u>
	<u>173,302</u>	<u>183,299</u>

The bank loan is secured on the leasehold property. The total value secured as at 31 March 2021 is £183,299 (2020 £192,993). £173,302 is included in creditors due after 1 year. £9,997 is included within creditors due within 1 year. Interest of 2.75% per annum is charged on the loan, which is payable by instalments.



# HILLSIDE CLUBHOUSE

## NOTES TO THE ACCOUNTS – 31 MARCH 2021

### 13. ANALYSIS OF INCOME AND EXPENDITURE BY FUND

	At 1 April 2020 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 March 2021 £
<b>Restricted Funds</b>					
Cripplegate Catalyst	2,495	5,000	6,185	-	1,310
Stone Family	24,000	-	-	(24,000)	-
Henry Smith	-	46,000	46,000	-	-
Tesco Bags of Help 2020	1,000	-	1,000	-	-
Tesco Bags of Help 2021	-	500	480	-	20
<b>Total Restricted Funds</b>	27,495	51,500	53,665	(24,000)	1,330
<b>Capital</b>					
Tudor Trust Building fund	184,000	-	1,600	-	182,400
Stone Family	8,747	-	179	-	8,568
Awards for All	8,747	-	179	-	8,568
<b>Total Capital Funds</b>	201,494	-	1,958	-	199,536
<b>Total Restricted Funds</b>	228,989	51,500	55,623	(24,000)	200,866
<b>Unrestricted Funds</b>					
General fund	61,576	1,061,161	1,061,378	18,901	80,260
<b>Designated Funds</b>					
Property fund	120,000	-	-	-	120,000
Property refurbishment fund	45,382	-	-	-	45,382
New Business Development	42,343	-	-	54,650	96,993
Contingency fund	415,000	-	-	-	415,000
Redundancy reserve fund	46,000	-	-	(25,551)	20,449
Running costs - 2020 - 2022	52,000	-	-	-	52,000
Stone Family Foundation	60,667	8,000	-	(24,000)	44,667
Camden IPS	20,201	-	-	-	20,201
<b>Total Designated Funds</b>	801,593	8,000	-	5,099	814,692
<b>Total Unrestricted Funds</b>	863,169	1,069,161	1,061,378	24,000	894,952
<b>Total Funds</b>	1,092,158	1,120,661	1,117,001	-	1,095,818

## HILLSIDE CLUBHOUSE

### NOTES TO THE ACCOUNTS – 31 MARCH 2021

#### 14. ANALYSIS OF UNRESTRICTED AND RESTRICTED FUNDS

##### **Purposes of capital restricted funds**

The Tudor Trust grant of £200,000 was given specifically for the purpose of purchasing the leasehold building which Hillside Clubhouse moved into in 2011. Depreciation is charged against this fund on a straight-line basis over 125 years.

The Awards for All grant and Stone Family grant were both given for the purpose of purchasing partitions.

##### **Purposes of designated funds**

The property refurbishment fund is held separately for general future property repairs. The property reserve fund is shown separately to general reserves as this is the approximate amount of unrestricted reserves used in purchasing the new building and hence the fund has been set up for future depreciation charges. The redundancy reserve fund is held separately to general funds in case of the possibility of redundancies in the future. The New Business Development will fund the Director of Clubhouse Operations for two years. The Contingency fund contains approximately six months of income based on current levels in order to meet an unexpected call on funds, or to seize opportunities that may present themselves. The Camden IPS fund is for the 21/22 project costs, and will be repurposed into general funds if not required after 2022.

##### **Purposes of revenue restricted funds**

Balances on restricted funds represent unspent funds given specifically for individual projects. These balances will be carried forward and spent on each project in the following year. The purpose of each fund is as follows:-

- Cripplegate catalyst fund – small grants for members' personal development
- Tesco Bags of Help 2020 – this is towards the cost of developing members' reception skills.
- Tesco Bags of Help 2021 – grant to fund for assisting in costs of protective screens for COVID-19.
- Henry Smith – To fund management salary costs.

Sufficient resources are held in each fund to enable the funds to be applied in accordance with any restrictions.

# HILLSIDE CLUBHOUSE

## NOTES TO THE ACCOUNTS – 31 MARCH 2021

### 15. NET ASSETS

	Capital Restricted Funds 2021 £	Revenue Restricted Funds 2021 £	Designated Funds 2021 £	General Funds 2021 £	Total Funds 2021 £
Tangible fixed assets	199,536	-	165,382	190,481	555,399
Net current assets	-	1,330	641,310	71,081	713,721
Long term liability	-	-	-	(173,302)	(173,302)
	<u>199,536</u>	<u>1,330</u>	<u>806,692</u>	<u>88,260</u>	<u>1,095,818</u>

### 16. OTHER PROFESSIONAL SERVICES PROVIDED BY AUDITORS

In common with many other entities of our size and nature we use our auditors to assist with the preparation of the financial statements.

### 17. PENSION COMMITMENTS

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost and charge in the accounts represents contributions payable by the company to the fund and amounted to £30,633 (2020 £27,957). At 31 March 2021 £4,257 (2020 £4,605) was payable to the fund. Pension costs are allocated to funds based on the staff that are assigned to the specific fund.

### 18. DEFERRED INCOME

Deferred income relates to grants received for which the charity has deferred into 2021/22. The deferred income of £11,500 relates to the grant from Henry Smith for £23,000, of which £11,500 has been deferred for the period 1 April 2021 – 30 June 2021.

	Service Contracts £
Balance as at 1 April 2020	16,500
Amount released to income earned from charitable activities	(16,500)
Amount deferred in the year	<u>11,500</u>
Balance as at 31 March 2021	<u>11,500</u>

## HILLSIDE CLUBHOUSE

### NOTES TO THE ACCOUNTS – 31 MARCH 2021

#### 19. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net movements in funds	3,660	24,609
Add back: Depreciation	8,734	7,399
Deduct: Interest shown in investing activities	(152)	(1,552)
Decrease/ (increase) in debtors	3,063	116,065
Increase/ (decrease) in creditors	(7,778)	5,117
	<u>7,527</u>	<u>151,638</u>

#### 20. LIMITED LIABILITY

The Trustees of the company guarantee to contribute an amount not exceeding £1 each to the assets of the charity in the event of winding up.