

HORSEBRIDGE ARTS AND COMMUNITY CENTRE

England & Wales · Charity number 1099570

Details

Status Registered

Legal form Charitable company

Company number [04727071](#)

Registered 2003-09-22

Register [View on the Charity Commission register](#)

Contact

Address Horsebridge Arts & Community Centre
11 Horsebridge Road
Whitstable
CT5 1AF

Phone 01227281174

Email info@thehorsebridge.org.uk

Website www.thehorsebridge.org.uk

Activities

Objects: THE OBJECTS OF THE COMPANY ARE TO ACT FOR THE GENERAL BENEFIT OF THE PUBLIC IN SUCH A MANNER AS MAY BE CHARITABLE AND IN PARTICULAR BUT NOT SO AS TO LIMIT THE GENERALITY OF THE FOREGOING:-1. THE PROVISION OF AN ARTS AND COMMUNITY BUILDING FOR THE BENEFIT OF THE GENERAL PUBLIC PRIMARILY BUT NOT EXCLUSIVELY RESIDING IN WHITSTABLE AND THE SURROUNDING AREA;2. THE PROMOTION OF ALL FORMS OF ARTISTIC ACTIVITIES INCLUDING BUT NOT LIMITED TO EXHIBITIONS OF ALL FORMS OF ART PERFORMANCES IN THE AREAS OF DRAMA VISUAL ARTS DANCE AND LITERATURE AND THE PROVISION OF OF TEACHING AND TRAINING IN SUCH AREAS;3. THE PROMOTION OF EDUCATION BY THE PROVISION OF FACILITIES INFORMATION AND TEACHING FOR MEMBERS OF THE PUBLIC SPECIALLY BUT NOT LIMITED OT THOSE NOT CURRENTLY PARTICIPATING IN EDUCATION AND WITH EMPHASIS ON THE ACQUISITION OF NEW LEARNING AND EXPERTISE; AND4. SUCH OTHER CHARITABLE PURPOSES EITHER RELATED TO THE ABOVE OR OF ANY OTHER KIND AS THE TRUSTEES IN THEIR ABSOLUTE DISCRETION THINK FIT

Activities: Our mission is to provide an artistic, cultural and learning resource of excellent quality that is accessible to all.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** General Charitable Purposes, Education/training, Arts/culture/heritage/science, Amateur Sport, Economic/community Development/employment
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** WHITSTABLE AND THE SURROUNDING AREAS
- Kent

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£232,699	£248,146	-	-
2024-03-31	£246,714	£231,430	-	-
2023-03-31	£193,041	£224,214	-	-
2022-03-31	£177,015	£223,949	-	-
2021-03-31	£309,219	£184,233	-	-

Trustees

Name	Role	Appointed
ZOE CLOKE	Chair	2012-01-31
Anita Jane Memmott		2020-11-26
David John Taylor		2025-01-16
Dr Sue Bird		2025-02-20
Helen Brierley		2004-12-12
Hilary Metcalf		2025-04-24

Accounts

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 2025**

HORSEBRIDGE ARTS AND COMMUNITY CENTRE

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HORSEBRIDGE ARTS AND COMMUNITY CENTRE

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2025

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 2025.

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

Trustees

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

Mrs Z A Cloke
Mr J C Nurden
Mr L H McMahon (resigned 11/1/25)
Mrs A J Memmott
Cllr V A Kenny (resigned 12/12/24)
Ms M Hare
Mrs H Brierley (appointed 12/12/24)
Mr D Taylor (appointed 16/1/25)
Dr S Bird (appointed 20/2/25)

Key management personnel

Ms Elizabeth Daone - Executive Director
Mr Peter Dyer - Finance Manager
Mrs H Wenn - Artistic Director

Independent examiner

S J Wren FCCA
Accountancy Matters (Kent) Limited
Chartered Certified Accountants
The Marlowe Innovation Centre
Marlowe Way
Ramsgate
Kent
CT12 6FA

Bankers

Lloyds Bank Plc
43 Sandgate Road
Folkestone
Kent
CT5 1AF

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' it provides a vibrant arts centre at the heart of our community. A place where everybody can experience creativity. Everyone is welcome, everyone can take part. It offers engaging creative spaces that enrich lives and encourage involvement. We provide opportunities to develop creative practices and grow new audiences. We build connections and bring the community together.

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 and accessible to all.

Aims of The Horsebridge

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;
- combat isolation and provide well-being through creative and cultural activities;
- 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 enjoys more than 90,000 visitors through its doors each year. These visitors are made up of local and regional visitors as well as tourists from the UK and abroad as Whitstable, and increasingly The Horsebridge, 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

Creatively the centre has grown significantly during these 12 months. Our exhibition spaces have continued to offer a varied and high quality programme, drawing participants from across the globe to both exhibit and visit. Our learning and participatory activities have shown substantial growth, both in the number of activities and the expansion of accessible arts, gaining wider audiences by reducing barriers to entry.

Working with partners we have been able to deliver a wider range of arts, significantly expanding our performance arts programme with music, theatre and comedy this year. These activities alongside community projects have enabled us to reach new audiences and we have been privileged to be a part of fantastic cross generational experiences as part of these. Year on year ticketed activities showed a 49% increase in revenue against an 8% increase in the number of activities and 25% more tickets sold to participants. Not all our activities are ticketed, many family activities are drop-in and donation only which are difficult to capture quantitative data for.

Visual arts

Central to our visual arts programme are the exhibition spaces on the ground floor curated by our Artistic Director to deliver a depth of selling and participatory exhibitions aligned to our Artistic Programme Principle. The demand to exhibit supports a range of thought-provoking and engaging shows that draw in thousands of visitors each year, whilst also enabling us to partner on exhibitions with artists that can explore local culture, mental health and challenge misconceptions. The visual arts programme as a whole has a tangible impact on the local economy with both visitors and exhibitors travelling internationally and staying in Whitstable to participate.

Throughout the year the exhibition spaces supported over 35 exhibitions and showcased the work of hundreds of local, national and international artists. The breadth of exhibitions from solo work to groups shows feature a diversity of practises. The growth in the quality and engagement of the exhibitions is underlined by the increased footfall and, importantly, for selling shows, the increase in sales. Printmaking show LinoPrint4 brought the return of internationally renowned printmakers to the centre. Not only was this a successful selling show for the creatives involved, but it also built understanding for the breadth of the medium, encouraged strong participation through creative sessions and gave wider exposure to local printmakers. This closer alignment of our learning programme with our exhibition programme was mirrored throughout the year, engaging families in our creative sessions to draw inspiration from the professional work in the exhibitions.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2025**

Exhibitions also challenged and explored matters close to the community, these included St/ART End Period Poverty textile exhibition which raised awareness of period poverty through the ingenious use of a sanitary towels as a template for creativity and challenged plastic waste in period products – one of the most common forms of marine pollution. They worked with local schools, colleges and refugee groups. Meanwhile Lost Soles by Mark Whyte provided an immersive installation of lost shoes rescued from a one-mile stretch of Dungeness shoreline, alongside salt-water damaged photographic artworks and metal multiple exposure print.

Events and Performance Arts

Thanks to donations to improve our performance space equipment, this year saw the launch of an expanded events programme, bringing live music and comedy to our existing theatre and film line-up. The music line-up launched in September with Jazz at the Horsebridge, working with Kai Hoffman from Broad Reach Records to deliver monthly Sunday evening performances along with a special Jazz for Juniors for Christmas. With a capacity of 120 in our seated performance space we have been pleased with the 500+ tickets sales in this new venture.

Comedy launched at the end of the financial year, with just one event taking place, but it sits as part of our super Sunday evenings. We have partnered with Off The Kerb to launch and will closely monitor progress over the next year as this is an area that faces higher competition locally. Alongside comedy March brought the first Folk music event in our programme. Working with Broadstairs Folk Week we are looking to develop a folk music line-up as part of our Sunday evenings.

Our social film screenings continue to be a central activity within the centre with 14 screenings during the year. With low prices and opportunity to meet over a hot drink and biscuit beforehand they have provided an opportunity to leave home with a purpose for those who have experienced isolation. With an expanded Sunday Matinee programme showing highly acclaimed but less widely screened films the programme continues to grow in its diversity of offer.

Our theatre programme has continued to develop this year, with a closer relationship with new theatre group Constant Lark, who have brought 13 fantastic theatre performances to the centre. Across five productions, Constant Lark have introduced new ways to experience Shakespeare and brought great family entertainment with productions like The Chef Who Went on an Adventure.

Learning and Participation

Our Studio Sessions have expanded significantly and cemented our aspiration to provide a rounded education programme for visual arts. The variety of workshops run from an hour single session to 10 week long courses engaging with clay, knitting, abstracts, journalling, printmaking, oils, sketching, still life, watercolours and more. Popularity of some sessions has led to the introduction of regular 'clubs', creating a social aspect to the learning. We plan to grow this further and build on the variety of creative learning opportunities beyond visual arts.

Our Talks programme has developed with the return of regular Art Decades talks alongside the now established Art & Artists talk series with Richard Dean MA. We were thrilled to include a talk series from Simon Postgate who talked about much-loved children's television shows such as Bagpuss, Noggin the Nog and The Clangers co-created by his dad Oliver Postgate along with Peter Firmin, all local to the Centre. With over 600 tickets sold for talks during this year, the programme continues to be enjoyed by our audiences. We supported talks for local issues including a compelling Re-imagining Sewage Infrastructure event, a hot topic locally.

In conjunction with Tales from Moon Lane, The Whitstable Children's Festival of Books took place throughout the centre in March 2025 with a range of activities to inspire a life-long love of reading, supported by festival patron Anthony Browne and encouraged children to see themselves as readers, writers and artists. The festival provided a whole day of free activities specifically for schools alongside a public activity day, including graphic novel workshops to mini musicals, mystery solving sessions to illustration skills workshops.

We supported the CT5 People's forum Wild About Whitstable week again this year at the centre with crafting family sessions and hosting talks on Conserving the Thames, Turtle Doves, Wildlife gardening and a film screening. Wild about Whitstable events bring the community together to improve and celebrate biodiversity in CT5 and beyond, highlighting the impact of climate change and the depletion of nature to show how we can play our part in its restoration.

Accessible Arts

We are fortunate to have a building that supports accessibility and while not perfect, is something we continue to work to improve. However, to be able to deliver "A place where everybody can experience creativity. Everyone is welcome, everyone can take part" in the current economic climate has required us to adjust our offer particularly for families to ensure money does not become a barrier to arts participation. We have had to balance this against our own financial complexities with funding and ensure we are delivering the activities that can have the most impact.

We have continued to grow our **'Pay what you can'** programme, which provides activities on a donation only basis and underpins much of our young people and family activities along with ARTbank. Three key family activities are Family Art Club, Young Makers Club and new for this year Art Den, which run regularly throughout the year and offer school holiday specials. Family Art Club is a monthly activity for all the family to be creative together and continues to be well attended following its launch toward the end of last year. Art Den started this year and runs weekly during term time for pre-school children and has grown a regular audience. The Young Makers Club for young people aged 6-11 ran every Thursday during term time in 2024 thanks to sponsorship funding from Furley Page and Brett. It has been an important activity for the community as it offers an inclusive space for young people with disabilities, learning differences and mental health needs. However, decreasing regular attendance and cost to run has meant we have had to pause Young Makers until we can find a way to grow the regular audience and reduce the cost to operate it. We hope this will be possible next year.

ARTbank launched in June 2021 and has become an incredibly valued resource by the local and wider community. The initiative collects unwanted arts and crafts materials and books and offers these on a donation basis to users of the ARTbank. The ARTbank is also a sustainability initiative, saving unwanted craft materials from landfill. Availability of the bank was problematic as it had no dedicated space in the centre and relied on requesting access and ad-hoc pop-ups. Following the remodelling of areas of the ground floor last year, we were able to launch a new dedicated ARTbank space in June this year, thanks to funding from UK Shared Prosperity Fund via Canterbury City Council, Faversham Arts Society and Councillor Clare Turnball. This space is now accessible whenever the centre is open, and due to the demand, we are looking to grow the reach of this further next year.

Creative Partnerships and Professional Development Opportunities

Thanks to grant funding from The Henry Smith Charity, Perfectly Imperfect ran throughout 2024 to provide a programme of creative activity enabling those who have experienced a stroke or brain injury to use photography as part of their recovery. Working in collaboration with Photographer and stroke survivor Andy Watts, we created a safe space for those also affected to explore and experience the benefits of photography as therapy and to celebrate their achievements in an exciting photographic exhibition.

Guided and inspired by photographer Alex Hare's own personal learning journey Our War, Their Story with funding from the National Lottery Heritage Fund created digital journals of the traced and researched histories of individuals from World War 1. The project worked with National Archives, University of Kent and Whitstable Museum with a special visit from Sarah Nathaniel of Commonwealth War Graves. Whilst primarily a learning project it resulted in many creative outcomes. The intergenerational workshops crafted memory books, talks on Art and Artists of the Great War with Richard Dean MA, resources created for our website for others to use and an exhibition including a short film to share the outcomes.

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Artfully Yours was funded last year by Chestfield Rotary Club and Tesco Whitstable, this cross generational 'Kindness and Community' project culminated in a moving installation of plaster cast hands of the participants reaching from the walls. Created from work over a series of weeks with children from Whitstable Junior School, Social Prescribing clients and volunteers from Red Zebra Community Solutions and The Horsebridge Arts Centre this was a celebration of their artistic achievements. Coinciding with Volunteer's Week it was also a chance to recognise, celebrate and thank the UK's incredible volunteers for all they contribute to our local communities, the voluntary sector, and society as a whole.

The first Whitstable Arts Festival - a hub of contemporary interdisciplinary arts - featured across several locations throughout Whitstable, with a ground breaking exhibition, artist led workshops, artist and curator Q&A sessions, films and talks taking place in the Centre.

The Kent County Council (KCC) grant enabled us to repair the red telephone box by the centre that we adopted previously and fit it out with solar lighting and hanging fixtures. It has been used by ourselves and community groups for shows during the Whitstable Carnival, the Peter Cushing festival and May Day. We have put plans in place to develop this as a pop up gallery that schools, college and youth groups will be able to use in the coming year.

Studio Sessions continue to provide opportunities for local creatives to develop professionally and share their skills and passion for their craft as tutors, providing alternative income possibilities. Horsebridge curated selling exhibitions like Christmas Makers Market have provided opportunities for creatives to sell work and introduce them to our audience. Our local makers shop, growing in its new location, provides a fantastic year-round focus on local makers and provides a gentle introduction to the retail space for new makers.

VENUE HIRE AND COMMUNITY SPACES

The centre offers a range of community spaces that are hired for a broad range of classes, workshops and meetings. Alongside the hourly to daily hire, we also support activities with the longer-term rental of spaces in the centre to local businesses.

Room hire continues to be a competitive market locally. The development of the studio and hub spaces last year has created the ability to grow both internal activities like Studio Sessions and the ability to hire externally for corporate away days and similar. It has highlighted the need to obtain funding to continue this development further, particularly as performance arts events and the accompanying bar continue to grow. Reorganising the use of spaces will be critical to continuing to diversify income next year and beyond.

AUDIENCE DEVELOPMENT

We have continued to seek opportunities to provide an even more accessible arts space for all, with barriers such as isolation and affordability taking priority, as we have directly seen the impact on the older population and young people. We prioritised enabling the arts centre to be a place to socially engage and immerse in arts experiences without financial barriers to participation, alongside providing a platform for creatives who have been hit hard by the pandemic.

Audience demographic remains similar to last year with ticketed events showing sales outside the local CT1 to CT6 postcodes at 10%. Due to a larger number of walk-ups the percentage of postcodes captured has fallen from 61% to 47% and this will form part of the strategy for system change next year to improve the basic data collection. This will require reviewing historical customers who haven't provided postcodes in the past at point of booking.

Systems are not used to capture any more detailed demographic information. We are looking for grant funding next year to support growing this area significantly.

COMMUNICATIONS

Marketing and Digital Engagement

Marketing within the centre has no dedicated resource and relies on volunteers to create physical marketing materials. Physical marketing consists of a quarterly brochure, large format posters and leaflets. Most physical materials are for use around the building except for the quarterly brochure which is distributed locally. Leaflets are generally collected from the centre by visitors for future reference.

Our digital focused communication has continued to grow and evolve, with social media platforms combined with our website and email newsletter have become the primary communication means. The website traffic at 160k page views has doubled this year compared to last year as we continue to develop systems to sell and book online. Social channels combined reach exceeds 10,000 a week with followers of nearly 14,500, which continues to increase. Our newsletter is being used more frequently but has yet to grow much beyond last year's figures. Social media engagement continues to be problematic without a dedicated resource developing and engaging with audiences regularly. It is an aspiration but with cuts across the organisation expectations of digital reach need to remain realistic until we reach a position to afford a full communication and marketing strategy.

Media Coverage

We have been working to increase our local press coverage and have had pieces picked up. These included our 20th anniversary celebrations, the launch of Jazz at The Horsebridge and the Art Decades talk series. With new volunteers and Trustee skill sets we are looking to expand on this going forward to take advantage of rejuvenated printed papers across our region.

THE TEAM

Staff

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. The centre continues to run on an exceptionally small team for all the activities that are delivered, with just 18 staff, all part-time, that equate to 7 full time equivalent employees.

The team continue to meet the challenges with professionalism and commitment to change and grow the organisation for the future. As we look to the next year and beyond there will be more changes and demands placed on the team as the offer evolves, but we have every confidence in the team's ability to adapt and remain united in the desire to deliver a flagship arts space for our community.

The senior management team are dedicated beyond their job definition and continue to drive the organisation forward with passion and commitment to the organisation's mission. The success of initiatives like the volunteer programme are only achievable because they lead by such a powerful example.

Volunteers

The Centre is supported by a diverse group of volunteers, and we are privileged to have a continued growth in supporters requesting to volunteer. The funding last year has made a big difference to enhancing and formalising volunteering to support this growth. Our volunteer pool includes highly skilled volunteers who dedicate pockets of time to specific tasks which critically support skill gaps in our small staff team; volunteers who regularly support us with customer engagement and support on our front desk; and volunteers who participate in creative sessions and enable initiatives like ARTbank and Handmade Christmas to succeed. We actively seek to ensure our volunteer community reflects our wider community. Each year we also support Duke of Edinburgh volunteers and young people undertaking work experience from local secondary schools.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2025**

We currently rely on volunteers for over 200 hours per month to support with front of house, event bars, administrative work, marketing and website and socials. In addition, our Trustees are all volunteers and contribute a minimum of 25 hours each month in board meetings and support activities. Our volunteer team includes individuals with physical disabilities, mental health and learning difficulties some of whom find it difficult to volunteer in our usual volunteering roles but want the opportunity to volunteer. Supported by staff they create work for community projects and particularly enjoy the extensive creative activities that support our Handmade Christmas initiative as part of our Christmas Makers Market. This team of volunteers contribute over 65 hours per month with their creative work.

It would now be impossible to operate the centre without volunteer support.

Board of Trustees

The Board of Trustees continues to evolve with the organisation, and we are fortunate to have had skilled Trustees that have supported the organisational change and financial challenges we have faced recently. The dedication and strength of the board complements that of the rest of the team, highlighted when managing the extended absence of the Chair through part of this year due to medical reasons. As the challenges we face change and grow, so too have the board, with trustees' experienced in fundraising, building and communications skills.

INFRASTRUCTURE

Systems and Data

Within financial constraints and with the support of skilled volunteers we have successfully implemented multiple systems to improve our organisational processes over the years, but the disparate nature of the systems and the data they hold is now making it harder to extract meaningful information to support decisions that are not just financially based. This year we have started a review of our needs going forward and the systems that we may be able to use to upgrade and integrate systems and processes. Ensuring we have ways to capture demographics, impact and engagement alongside ticketing and financials will be critical to funding success going forward.

Building

Our local authority has continued to support the maintenance of the physical building this year, but we are working to a handover position next year. This has involved a review of the current state of the building and consequently a list of items that will need rectifying before we can take over maintenance in accordance with our lease. Items of critical impact continue to be the air conditioning and heating systems along with the lift that is vital for the building to remain accessible. We are fortunate to have skilled volunteer and trustee support alongside our senior management team to oversee this complex issue.

Work on the air conditioning system in the top of building did result in an extended closure for some areas of the building following the Christmas break but gains over the longer term from a more effective and efficient system for events are significant.

STRATEGY AND DEVELOPMENT

Without a doubt the toughest obstacle facing the centre, like many arts organisations, is the funding to continue. Over the last few years we have worked incredibly hard to deliver a greater breadth and depth of arts opportunities to the district, striving to broaden the audiences we are reaching. While we will continue to do this over the next five years, short-term focus must be on growing reserves for financial stability against an increasingly difficult economic environment.

We are fortunate to have a strong and diversified earned income base, but as this year has shown, it must be balanced against achieving funding through grants, sponsorship and trusts if we are to succeed. To achieve this, we need to ensure we have a team that are fit for purpose and feel equipped to meet the challenge and have sufficient capacity and training to deliver effectively.

**TRUSTEES' ANNUAL REPORT
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We will need to secure more resilient funding to enable us to grow the staff team from the current reduced levels which is restricting the team to be able to deliver much beyond core activities. We will seek outside support to enable us to critically review our offer and direction and crucially seek funding to support us in improving the monitoring of the organisation.

We have seen the rewards from the growth of the learning programme, and this will continue into next year, along with building the extended events provision. The success of our Pay What You Can programme in broadening the audience and reaching more people who would otherwise have struggled to engage with the arts. We will look to ensure we are offering quality arts opportunities that can make a difference to the lives of anyone in our community.

We will continue to drive for high quality and thought-provoking exhibitions in our public gallery spaces and push to tie these further into a cohesive learning programme. We will continue to look for grant funding for improvements where the building is restricting growth. We will build on existing cultural and creative partnerships to bring new experiences to the community throughout the centre, pushing beyond the boundaries of the physical space and making more use of the environment we reside in.

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 2024/25 financial year is as follows:

Total Income	£232,699
Total Expenditure	£248,146
Net Income	£(15,447)
Total funds brought forward	£24,086
Total funds carried forward	£8,639

Despite a promising year from both charitable activities and trading income, with a 14% increase on last year, this was not sufficient to meet an increase in costs. Income fell short in two main areas against budget, unrestricted grants and income from selling shows/auction. We experienced higher running costs than budgeted, these were mainly due to the increase in expenditure associated with a proportionally larger increase in revenues from shop, in-house activities and events.

The only area of significant overspend beside this was salaries which were over budget and increased from last year by 4%, about £500 a month. It is important to put salaries into perspective given the ratio of staff to volunteers has significantly increased over the last couple of years. Using an approximated average of 72 hours a week the centre requires staffing, with minimum wage of £11.44 as a basis for all wage costs, our salary cost means we have an average of 3 staff per hour. This would cover the senior management staff, operational staff, and cleaning/maintenance staff. A proportion of our team are paid above minimum wage, which would push the number of staff considerably lower. Operating a three-floor building and all of its activities on less than 3 staff per hour highlights why we must look to fund a larger staff team and be in a position to budget significantly more for salaries in future.

PRINCIPAL FUNDING SOURCES

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

Venue Hire

Both gallery hire and room hire experienced below budget income. The budget for this area was 17% above last year's actuals but achieved only a 5% increase on last year. A combination of cancellations and last-minute hires impacted galleries, and the targeted growth in room hire was not fully achieved. Due to staff capacity the requirements to promote venue hire were not met, but there has been promising growth in some spaces above expectations along with use for away days and multi day events.

Activities

Charitable activities income increased by 15% with box office income showing an encouraging 66% increase year on year supported by a 14% growth for in-house activities. They account for a £13,900 income increase against £8,396 costs which are reasonable for these mainly emergent activities. Event and in-house activities income achieved 65% improvement against budget, and due to costs not scaling with income, they achieved over 100% improvement in profit against budget. Our main selling show, while performing well, did not achieve any of the sponsorship income we were hoping to attract and the higher external costs than anticipated against revenue. The volunteer run bar is showing great promise to support the expansion of music and comedy events, with a 51% increase in income on the year before, this was a £3,400 increase against an increase in costs of just £750.

Commercial Trading Activities

The Horsebridge Shop continues to be an area of growth for the Centre, now responsible for 21% of revenue for the year. We set a strong budget increase for the shop and with an 11% increase in revenue it managed to achieve the target, a £5,500 income increase against just £1,700 of costs. The increases continue to highlight the success of the relocation, but there is still work to be done on marketing the space and growing Horsebridge exclusive products. Staff capacity has resulted in little progress on taking products online and without a wider range of commissioned or exclusive products this will continue to be a struggle.

Local Authority funding

We receive no annual funding from our district or county councils to operate the art centre and rely on applications to grant programmes that are opened to all organisations locally. CCC continued to support maintenance of the building for another year with the intention to return all maintenance costs to the charity next year. The board remain acutely aware of the pressures on local council budgets and significantly reduced funds available for the arts and anticipate no change in this for the foreseeable future, particularly as the local council has its own arts venues to support outside of Whitstable.

FUNDRAISING

Donations and Grants

We were able to secure an increase in donations of 63% compared to the previous year, a total increase of £16,500. Of these £5,500 funds were for restricted use, but the remainder was able to contribute directly to core costs, with about 75% of the increase directly attributable to a single legacy donation. Unfortunately, against these donation improvements, we faced difficulty in achieving grants to the level of the previous year or reaching our modest budget target for unrestricted funds. This is directly attributable to reduced staff capacity to apply for grants, not an inability to be successful in being rewarded grants.

Supporters

We are incredibly grateful to the Friends who have supported us but the scheme continues to provide modest income and not achieve the growth we know is possible. We have the support of a volunteer secured for next year to look to grow our Friends base and the involvement Friends have in the future of the organisation.

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FOR THE YEAR ENDED 31 MARCH 2025**

Auction

March 2025 saw the return of our fundraising Art Auction exhibition, complemented by an online viewing and bidding facility on our website to raise funds for the organisation. The nearly 100 artworks were kindly donated by creatives who support the centre. The auction took place over 10 days and culminated in enthusiastic bidding online up to the very last second. The £7,600 raised in the auction was incredible given the increased financial pressures that our community are facing, a 22% increase on the year before.

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 policy is 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 board level.

The reserves policy makes clear the funds of the charity are divided into restricted funds and unrestricted funds in accordance with charity legislation. The charity's reserves are that part of the charity's unrestricted funds that are freely available to spend on any of the charity's purposes.

Our goal is to create free reserves of sufficient funds to cover up to three months operating costs. This will provide for working capital and ensure services can remain fully funded for short periods of time and any cancelled advance hires can be refunded.

As of 31 March 2025, the charity held total unrestricted funds of £5,674, along with restricted funds of £2,965. Unrestricted funds are further designated equal to the value of fixed assets, following which left a negative general fund balance of (£3,269) at 31 March 2025.

The charity operates with generally predictable levels of unrestricted funds income and steady cash receipts and payments, but with high levels of fixed costs. Unrestricted funds are not reliant on any single source, with the large majority self-generated through hire, sales and donations. The organisation is not reliant on a single funder for more than 5% of its income.

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 December 2026; an ongoing programme of fundraising additional income from grants is underway to cover projects and contributions to running costs; 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. Although the charity has a low level of net assets, the value of both the charity's current assets and current liabilities is significantly higher, which is due to the charity deferring income for future hire of its spaces (i.e. hire that is to take place after 31 March 2025). 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.

PLANS FOR THE FUTURE

The Horsebridge board and team remain committed to delivering a sustainable arts centre for the district. Financially the focus is on generating sufficient income to cover the high levels of fixed costs, made more difficult by the continued increases in these in the current economic climate. We continue to reduce our reliance on inconsistent or neutral generated income streams and diversify further.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2025**

Increasing the income from grant funding, both core-cost funding and project based restricted funds, will be critical next year given the impact on reserves for the last three years. Because of the smaller staff team, growing our offer will continue to be difficult this year if we are to focus on grant funding. Continuing to be innovative in our outreach programmes and the benefits they deliver will be key alongside significantly enhancing the events activities to further diversify income. Delivery of this will only be possible with a strong and committed volunteer team to complement the staff team.

We need to build further on the success of the shop and see continued benefit from the relocation and growth in the space available for the shop. The Horsebridge Centre will continue building on the development strategies for the visual arts increasing quality for visitors and broadening the accessibility. We will look to grow the ARTbank and improve the viability of the Pay What You Can scheme longer term. Further expansion of the learning programme will be important in building revenue to support the visual arts programme costs.

Fundamentally we will continue to develop the Centre as a resource to enrich the lives of the local community whilst attracting seasonal visitors and expanding our customer and friends base, but it is without doubt that 2025-26 will be a challenging year both financially and operationally as we look to recover from the financial position of this year.

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.

Organisation

The Board of Trustees meet monthly, with additional meetings as required and has control of the Charity and its property and funds.

The Executive Director has day-to-day responsibility for the provision of services in line with the policies and plans agreed by the Board. The Executive Director, Artistic Director and Finance Manager form the senior management team. The Executive Director and Artistic Director supervise the staff team, which, in March 2025, consisted of eighteen part-time staff including casual staff who provide cover in busy times. The Centre also has a growing number of regular and dedicated volunteers who provide staffing for our reception desk, events and in maintaining the Centre.

Recruitment and appointment of the Board of Trustees

Under the requirements of the Memorandum and Articles of Association there shall be not less than six and not more than twelve Trustees. 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. A new protocol is in place for recruiting and selecting Trustees and there is the intent next year to grow the board following this process. Potential trustees are invited to meet with the Chair and/or Vice Chair as part of this process.

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. At an AGM the members elect persons to be Trustees to fill the vacancies.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2025**

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. We will continue to develop the induction and performance review processes for Trustees 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 our 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 impacts of Covid-19 pandemic measures on grant availability. Work continues on a more formal risk management strategy.

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.

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 3 December 2025.

Mrs Z A Cloke

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 2025 which are set out on pages 15 to 27.

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
The Marlowe Innovation Centre
Marlowe Way
Ramsgate
Kent CT12 6FA

Date : 12 December 2025

STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2025 £	Total funds 2024 £
INCOME					
Income from charitable activities	2	114,921	-	114,921	97,172
Income from other trading activities	3	78,182	190.00	78,372	69,720
Donations	4	20,786	18,458	39,244	79,822
Investment income		162	-	162	-
TOTAL INCOME		214,051	18,648	232,699	246,714
EXPENDITURE					
Costs of raising funds	5	38,642	857	39,499	36,392
Charitable activities	5	182,751	25,896	208,647	195,038
TOTAL EXPENDITURE		221,393	26,753	248,146	231,430
NET (EXPENDITURE)/INCOME FOR THE YEAR BEFORE TRANSFERS	6	(7,342)	(8,105)	(15,447)	15,284
Transfers between funds	12	6,934	(6,934)	-	-
NET MOVEMENT IN FUNDS FOR THE YEAR		(408)	(15,039)	(15,447)	15,284
Balance as at 1 April 2024		6,082	18,004	24,086	8,802
BALANCE AS AT 31 MARCH 2025		5,674	2,965	8,639	24,086

BALANCE SHEET
AS AT 31 MARCH 2025

	Notes	2025 £	2024 £
FIXED ASSETS			
Tangible assets	8	8,943	11,604
CURRENT ASSETS			
Stock		13,523	13,059
Debtors and prepayments	9	11,126	13,779
Cash at bank and in hand		<u>21,729</u>	<u>31,168</u>
		46,378	58,006
CREDITORS: amounts falling due within one year	10	<u>(46,682)</u>	<u>(45,524)</u>
NET CURRENT LIABILITIES		<u>(304)</u>	<u>12,482</u>
		(304)	12,482
CREDITORS: Amounts falling due after more than one year		-	-
NET ASSETS	11	<u>8,639</u>	<u>24,086</u>
FUNDS OF THE CHARITY			
Unrestricted general fund	12	(3,269)	(5,522)
Designated funds	12	8,943	11,604
Restricted funds	12	<u>2,965</u>	<u>18,004</u>
TOTAL FUNDS		<u>8,639</u>	<u>24,086</u>

Represented by:

For the financial year ended 31 March 2025 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 3 December 2025.

Mrs Z A Cloke

Mr J C Nurden

Company number - 04727071

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

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 2019) - (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 December 2026; an ongoing programme of fundraising additional income from grants is underway to cover projects and contributions to running costs; 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. Although the charity has a low level of net assets, the value of both the charity's current assets and current liabilities is significantly higher, which is due to the charity deferring income for future hire of its spaces (i.e. hire that is to take place after 31 March 2025). 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.

b) Income

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.

c) Expenditure

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.

d) 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
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

1 ACCOUNTING POLICIES**e) Stock**

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

f) 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.

g) Pensions

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

h) Significant judgements and estimates

Other than the Trustees opinion regarding going concern mentioned in Note 1a above, no significant judgements or estimates have been made by the Trustees in preparing these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

2 INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
Grants :				
Fees receivable :				
Venue hire	71,748	-	71,748	67,991
Box office income	15,619	-	15,619	5,354
In house activities	27,554	-	27,554	23,827
	<u>114,921</u>	<u>-</u>	<u>114,921</u>	<u>97,172</u>

3 INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
Rental income	4,382	-	4,382	5,399
Shop income	49,420	-	49,420	43,886
Bar sales	6,824	-	6,824	3,370
Commission from third party sales	4,949	190	5,139	4,525
Auction sales	7,637	-	7,637	5,968
Membership income	4,135	-	4,135	3,719
Sundry income	835	-	835	2,853
	<u>78,182</u>	<u>190</u>	<u>78,372</u>	<u>69,720</u>

4 DONATIONS AND GRANTS

	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
Donations	20,786	5,500	26,286	9,736
Grants:				
Canterbury City Council	-	8,478	8,478	250
Kent County Council	-	1,450	1,450	-
The Arts Society	-	250	250	-
The Arts Society Faversham	-	250	250	-
Red Zebra Community Solutions	-	2,530	2,530	250
Artsworld Ltd	-	-	-	14,130
Kent Community Foundation	-	-	-	7,210
National Lottery Community Fund	-	-	-	9,920
Colyer-Fergusson Charitable Trust	-	-	-	5,000
CT5 People's Forum	-	-	-	202
National Lottery Heritage Fund	-	-	-	9,768
FCC Communities Foundation	-	-	-	8,756
Whitstable Improvement Trust	-	-	-	3,600
The Henry Smith Charity	-	-	-	9,800
Whitstable & Herne Bay Lions	-	-	-	1,200
	<u>20,786</u>	<u>18,458</u>	<u>39,244</u>	<u>79,822</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

5 TOTAL RESOURCES EXPENDED

	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
Costs of activities for generating funds :				
Shop purchases	26,431	-	26,431	24,702
Wage costs	7,567	-	7,567	7,370
Publicity	1,511	857	2,368	1,965
Bar purchases	3,133	-	3,133	2,355
	<u>38,642</u>	<u>857</u>	<u>39,499</u>	<u>36,392</u>
Service delivery costs				
Wage costs	64,822	16,867	81,689	80,233
Event and activity costs	21,422	5,865	27,287	18,891
Rates and water	8,294	-	8,294	5,904
Light and heat	24,724	-	24,724	26,026
Repairs and maintenance	731	1,498	2,229	1,577
Cleaning and waste	3,719	-	3,719	3,875
Staff training	62	-	62	2,015
Travelling costs	60	123	183	256
Licences and memberships	1,834	352	2,186	1,704
Insurances	2,643	-	2,643	2,469
Support costs				
Wage costs	35,935	-	35,935	34,266
Telephone	2,045	-	2,045	2,133
Printing, postage and stationery	543	1,191	1,734	403
IT and equipment costs	956	-	956	791
Bank and credit card charges	3,381	-	3,381	2,848
Payroll fees	900	-	900	900
Bookkeeping software	317	-	317	288
Legal and professional fees	-	-	-	-
Bad debt	30	-	30	-
General expenses	133	-	133	78
Depreciation	4,544	-	4,544	4,911
Loss on disposal of fixed assets	-	-	-	-
Governance costs				
Wage costs	3,993	-	3,993	3,807
Companies House fee	13	-	13	13
Independent Examiner's fee	1,650	-	1,650	1,650
	<u>182,751</u>	<u>25,896</u>	<u>208,647</u>	<u>195,038</u>
	<u>221,393</u>	<u>26,753</u>	<u>248,146</u>	<u>231,430</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

6 NET INCOME	2025	2024
	£	£
This is stated after charging:		
Depreciation	4,544	4,911
Independent Examiner's remuneration	1,650	1,650
	<u> </u>	<u> </u>
7 INFORMATION REGARDING EMPLOYEES	2025	2024
	£	£
Wages and salaries	126,737	121,047
Social security costs	4,728	5,270
Pension contributions	3,596	4,359
Employment Allowance	(4,728)	(5,000)
	<u> </u>	<u> </u>
	130,333	125,676
	<u> </u>	<u> </u>

The average monthly head count was 18 staff (2024 - 13 staff).

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

	2025	2024
	Number	Number
Service delivery	5	5
Management and administration	2	2
	<u> </u>	<u> </u>
	7	7
	<u> </u>	<u> </u>

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

No trustees received remuneration or expenses from the charity during the year (2024- £Nil).

The total employee benefits (including employers national insurance) of the key management personnel of the charity were £66,763 (2024 - £63,740)

8 TANGIBLE FIXED ASSETS	Fixtures fittings & equipment	Total
	£	£
Cost		
As at 1 April 2024	59,422	59,422
Additions	1,883	1,883
Disposals	-	-
	<u> </u>	<u> </u>
As at 31 March 2025	61,305	61,305
	<u> </u>	<u> </u>
Depreciation		
As at 1 April 2024	47,818	47,818
Charge for the year	4,544	4,544
Eliminated in disposals	-	-
	<u> </u>	<u> </u>
As at 31 March 2025	52,362	52,362
	<u> </u>	<u> </u>
Net book value		
As at 31 March 2025	8,943	8,943
	<u> </u>	<u> </u>
As at 31 March 2024	11,604	11,604
	<u> </u>	<u> </u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

9 DEBTORS	2025	2024
	£	£
Trade debtors	6,160	8,496
Other debtors	-	-
Prepayments	4,346	3,515
Accrued income	620	1,768
	<u>11,126</u>	<u>13,779</u>

10 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2025	2024
	£	£
Trade creditors	3,854	4,252
Taxation and social security	924	1,256
Other creditors	589	855
Accruals	12,471	11,322
Deferred income	28,844	27,839
	<u>46,682</u>	<u>45,524</u>

11 ANALYSIS OF NET ASSETS BETWEEN FUND

	General funds	Designated funds	Restricted funds	Total
	£	£	£	£
Fixed assets	-	8,943	-	8,943
Current assets	43,413	-	2,965	46,378
Current liabilities	(46,682)	-	-	(46,682)
Long term liabilities	-	-	-	-
Net assets as at 31 March 2025	<u>(3,269)</u>	<u>8,943</u>	<u>2,965</u>	<u>8,639</u>

ANALYSIS OF NET ASSETS BETWEEN FUND - PREVIOUS YEAR

	General funds	Designated funds	Restricted funds	Total
	£	£	£	£
Fixed assets	-	11,604	-	11,604
Current assets	40,002	-	18,004	58,006
Current liabilities	(45,524)	-	-	(45,524)
Long term liabilities	-	-	-	-
Net assets as at 31 March 2023	<u>(5,522)</u>	<u>11,604</u>	<u>18,004</u>	<u>24,086</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

12 MOVEMENT IN FUNDS	As at 1 04 2024 £	Income £	Expenditure £	Transfers £	As at 31 03 2025 £
Restricted funds					
Furley Page Foundation	-	1,200	(1,200)	-	-
Fundraising Support	-	1,000	(575)	-	425
Brett Group	-	1,000	(1,000)	-	-
Equipment Donation	-	2,300	(635)	(575)	1,090
Whitstable Improvement Trust 1	83	-	(83)	-	-
National Lottery Community Fund	1,731	-	(1,731)	-	-
Kent County Council	-	1,450	-	-	1,450
CT5 People's Forum	37	-	-	(37)	-
Kent Community Foundation	84	-	-	(84)	-
National Lottery Heritage Fund	5,418	-	(4,280)	(1,138)	-
Whitstable Improvement Trust 2	1,070	-	(590)	(480)	-
CCC - Art Bank	250	-	-	(250)	-
CCC - Pride in Place	-	8,478	(7,892)	(586)	-
The Henry Smith Charity	9,331	190	(7,017)	(2,504)	-
The Arts Society	-	500	-	(500)	-
Red Zebra Community Solutions	-	2,530	(1,750)	(780)	-
Total restricted funds	18,004	18,648	(26,753)	(6,934)	2,965
Designated funds					
Fixed assets fund	11,604	-	-	(2,661)	8,943
Total designated funds	11,604	-	-	(2,661)	8,943
Unrestricted general funds	(5,522)	214,051	(221,393)	9,595	(3,269)
Total funds	24,086	232,699	(248,146)	-	8,639

RESTRICTED FUNDS

Furley Page Foundation

The donation was towards the costs of the Young Makers Club, an inclusive arts activity for young people aged 6-11.

Fundraising support

The donation was from an individual towards fundraising support costs. The funds were spent on external funding support and will continue into 2025/2026.

Brett Group

The donation was towards the costs of the Young Makers Club, an inclusive arts activity for young people aged 6-11.

Equipment Donation

The donation was from an individual towards the replacement of performance space lighting costs. The funds were spent on equipment and the project will be completed in 2025/2026.

Whitstable Improvement Trust 1

The project delivered a community art project in Sea Street, Whitstable, including workshops and an exhibition. The funds were spent on artists costs, materials, staff and premises costs.

National Lottery Community Fund

The grant was used to grow the volunteer team, with the aim to build a nurturing, supporting and inclusive volunteering environment that is embedded in the charity. Funds were spent on staff costs, activity costs, equipment and expenses.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

RESTRICTED FUNDS**Kent County Council**

The funding was from the Local Member Grants programme for a Sea Street Art Project, a new artistic facility in the local community based around an existing telephone box for community art. The project will be completed in 2025/2026.

CT5 People's Forum

A donation towards planting and garden costs for the Horsebridge Centre Studio balcony.

Kent Community Foundation

The grant was from the Learning Journeys Fund, and enabled the charity to visit other arts centres and plan the development of new activities and income streams. The funds were spent on staff, travel, facilitation and meeting costs.

National Lottery Heritage Fund

The grant was for a project called Our War, Their Story, a commemorative community learning project gathering accounts of those who lived and served during WW1. The funds were spent on staff, meeting, training and project delivery costs.

Whitstable Improvement Trust 2

The grant funded the fitting out of a dedicated space within the Horsebridge Centre to accommodate the display of local information and associated publications, such as leaflets, posters, community events and heritage publications. This will enable the charity to provide information to the general public about places of interest, local facilities and events. Funds were spent on fixtures, fittings, equipment and installation costs and are shown as a transfer to unrestricted funds.

CCC (Canterbury City Council) - Art Bank

The grant was from the Opportunities Fund and contributes to the development of the Art Bank at the Horsebridge Centre, a rehoming project for donated and preloved art materials that are offered to the public on a 'pay what you can' basis.

CCC (Canterbury City Council) - Pride in Place

The grant was from the Canterbury District Pride in Place UK Shared Prosperity Programme to further develop the Art Bank, a rehoming project for donated and preloved art materials that are offered to the public on a 'pay what you can' basis. The funds were spent on staffing and running costs.

Henry Smith Charity

The grant was for a project called Perfectly Imperfect, a digital photography group and facility with stroke survivors, using photography to support recovery and wellbeing. The funds were spent on staff, training, activity and premises costs.

The Arts Society

The grant comprised £250 from The Arts Society and £250 from The Arts Society Faversham, towards the costs of the Art Bank project at the Horsebridge Centre.

Red Zebra Community Solutions

The grant was used for Artfully Yours, a partnership project with Red Zebra Community Solutions to provide a cross generational art activity with children from Whitstable Junior School, Social Prescribing clients and volunteers from Red Zebra Community Solutions. The funds were spent on staff costs, venue costs and materials.

Transfers

The transfers to unrestricted funds were in respect of expenditure on staff costs, organisational running costs and purchases of fixed assets.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

DESIGNATED FUNDS

Fixed assets fund

A fund created by Trustees representing the net book value of the charity's fixed assets at the balance sheet date. Although they are within general funds, the value of the assets cannot be utilised for future expenditure.

MOVEMENT IN FUNDS - PREVIOUS YEAR

	As at 1 04 2023 £	Income £	Expenditure £	Transfers £	As at 31 03 2024 £
Restricted funds					
Kent Community Foundation 1	-	6,000	-	(6,000)	-
Kent Community Foundation 2	-	1,210	(1,126)	-	84
National Lottery Community Fund	-	9,920	(7,502)	(687)	1,731
National Lottery Heritage Fund	-	9,768	(4,080)	(270)	5,418
Colyer-Fergusson Charitable Trust	-	5,000	(5,000)	-	-
CT5 People's Forum	-	202	(165)	-	37
Artsworld Ltd	-	14,130	(14,130)	-	-
FCC Communities Foundation	-	8,756	-	(8,756)	-
Whitstable Improvement Trust	-	3,600	-	(2,530)	1,070
KCC (Talents)	1,000	-	(1,000)	-	-
CCC	-	250	-	-	250
The Henry Smith Charity	-	9,800	(469)	-	9,331
Artfully Yours	-	250	(250)	-	-
Whitstable & Herne Bay Lions	-	1,200	(1,200)	-	-
South East Museum Development	208	-	(208)	-	-
Whitstable Improvement Trust	83	-	-	-	83
Total restricted funds	1,291	70,086	(35,130)	(18,243)	18,004
Designated funds					
Fixed assets fund	5,229	-	-	6,375	11,604
Total designated funds	5,229	-	-	6,375	11,604
Unrestricted general funds	2,282	176,628	(196,300)	11,868	(5,522)
Total funds	8,802	246,714	(231,430)	-	24,086

Kent County Council - Talents and Interests grants

The two Talents and Interests projects delivered creative activities for young people – a Young Makers' Club and digital creative skills and gaming. The funds were spent on staff and room hire costs.

South East Museum Development - The Wild escape

The grant was used to deliver a project working with the local museum and schools for children to learn about local marine wildlife and the possible effects of climate change. The project coincided with Earth Day and included workshops and an art installation. The funds were spent on staff costs, artist costs, venue costs and materials.

Whitstable Improvement Trust

The project delivered a community art project in Sea Street, Whitstable, including workshops and an exhibition during 2022/23. The funds were spent on artists costs, materials, staff and premises costs and the balance of the funds were spent in 2024/25.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

RESTRICTED FUNDS - PREVIOUS YEAR**National Lottery Community fund**

The grant was used to grow the volunteer team, with the aim to build a nurturing, supporting and inclusive volunteering environment that is embedded in the charity. Funds were spent on staff costs, activity costs, equipment and expenses. The project will be completed in 2024/25.

Colyer-Fergusson Charitable Trust

The grant enabled the charity to continue to provide regular supported inclusive creative sessions for vulnerable adults and weekly inclusive Young Makers sessions targeting disadvantaged children. Funds were spent on staff delivery costs.

CT5 People's Forum

A donation towards planting and garden costs for the Horsebridge Centre Studio balcony.

Kent Community Foundation 1

The funding was from the Foundation's Annual Application Route and comprised two grants: £3,000 from the Children and Young People's Family Fund and £3,000 from the Lawson Endowment Fund for Kent. The grants contributed to core staff and overhead costs, with the aim to maximise the potential of the charity to encourage people to take part in activities they had not considered, find pathways into new creative communities, or even discover careers that they would not have considered without the charity's support. As the funds were a contribution towards core staff and overhead costs, they are shown as a transfer to unrestricted funds.

Kent Community Foundation 2

The grant was from the Learning Journeys Fund, and enabled the charity to visit other arts centres and plan the development of new activities and income streams. The funds were spent on staff, travel, facilitation and meeting costs.

National Lottery Heritage Fund

The grant was for a project called Our War, Their Story, a commemorative community learning project gathering accounts of those who lived and served during WW1. The funds were spent on staff, meeting, training and project delivery costs. The project will be completed in 2024/25.

Artswork Ltd

The grant was a Breakthrough Training Grant, part of the Breakthrough programme to provide employment opportunities within the creative and cultural sector for young people aged 16-26. The funds enabled the charity to provide two young people with 26 weeks of paid employment, training and skills development opportunities. Funds were spent on staff costs.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

RESTRICTED FUNDS - PREVIOUS YEAR CONTINUED

FCC Communities Foundation

The grant was from FCC Communities Foundation Ltd funds donated by FCC Environment through the Landfill Communities Fund. The grant funded the refurbishment of community spaces within the Horsebridge Centre for storage, kitchen preparation and catering. Funds were spent on fixtures, fittings, equipment and installation costs and therefore are shown as a transfer to unrestricted funds.

Whitstable Improvement Trust

The grant funded the fitting out of a dedicated space within the Horsebridge Centre to accommodate the display of local information and associated publications such as leaflets, posters, community events and heritage publications. This will enable the charity to provide information to the general public about places of interest, local facilities and events. Funds were spent on fixtures, fittings, equipment and installation and are shown as a transfer to unrestricted funds. The project will be completed in 2024/25.

CCC (Canterbury City Council)

The grant was from the Opportunities Fund and contributes to the development of the Art Bank at the Horsebridge Centre, a rehoming project for donated and preloved art materials that are offered to the public on a 'pay what you can' basis. Funds will be spent in 2024/25.

Henry Smith Charity

The grant was for a project called Perfectly Imperfect, a digital photography group and facility with stroke survivors, using photography to support recovery and wellbeing. The funds were spent on staff, training, activity and premises costs. The project will be completed in 2024/25.

Artfully Yours

The funding was part of a project led by Red Zebra Community Solutions and in collaboration with Whitstable Junior School to produce a collaborative art installation, coinciding with volunteers week with the aim to recognise, celebrate and thank volunteers for their contribution to local communities, the voluntary sector and society as a whole. Funds were spent on studio, activity, exhibition and staff costs. The project will be completed with further funding in 2024/25.

Whitstable & Herne Bay Lions

The funding contributed to the running of the Young Makers Club at the Horsebridge Centre, providing weekly after-school creative activities for children and young people and targeting disadvantaged children. Funds were spent on staff and delivery costs.

DESIGNATED FUNDS - PREVIOUS YEAR

Fixed assets fund

A fund created by Trustees representing the net book value of the charity's fixed assets at the balance sheet date. Although they are within general funds, the value of the assets cannot be utilised for future expenditure.

13 MEMBERS LIABILITY

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

14 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.

15 RELATED PARTY TRANSACTIONS

During the year, the charity employed Meredith Cloke, daughter of Zoe Cloke (a trustee), on a casual contract and paid £1,844 in salary costs.

Donations (without conditions) to the charity from related parties totalled £2,411 (2024: £123).

There were no other transactions with related parties that require disclosure.

Accounts

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 2024**

HORSEBRIDGE ARTS AND COMMUNITY CENTRE

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HORSEBRIDGE ARTS AND COMMUNITY CENTRE

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2024

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 2024.

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

Trustees

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

Mrs Z A Cloke
Mr J C Nurden
Mr S A Lawton (resigned 7/12/23)
Mr L H McMahon (resigned 11/1/25)
Mrs A J Memmott
Cllr V A Kenny (resigned 12/12/24)
Ms M Hare (appointed 2/11/23)
Mrs H Brierley (appointed 12/12/24)
Mr D Taylor (appointed 16/1/25)

Key management personnel	The trustees Ms Elizabeth Daone - Executive Director Mr Peter Dyer - Finance Manager Mrs H Wenn - Artistic Director
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Independent examiner	S J Wren FCCA Accountancy Matters (Kent) Limited Chartered Certified Accountants The Marlowe Innovation Centre Marlowe Way Ramsgate Kent CT12 6FA
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Bankers	Lloyds Bank Plc 43 Sandgate Road Folkestone Kent CT5 1AF
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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. A place where everybody can experience creativity. Everyone is welcome, everyone can take part. It offers engaging creative spaces that enrich lives and encourage involvement. We provide opportunities to develop creative practices and grow new audiences. We build connections and bring the community together.

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 and 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

Our visual art spaces have continued to offer a varied and high quality programme across exhibitions and participatory activities, drawing participants from across the globe to both exhibit and visit. Partnerships with artists, community organisations and schools have delivered engaging programmes of work and exhibitions. The Shop has been relocated to a larger space and now creates the entry to the exhibition spaces, working harder than ever to support the career development of local makers at a professional level and expanding to include more local makers.

The Studio space has enabled significant growth in the workshops and courses available, reaching a wider audience throughout the year. Studio Sessions have enabled more artists to develop teaching skills while encouraging anyone in the community to try a new skill and engage in the arts. The Young Makers Club continues to be funded and operates on a donation only basis, continuing our commitment to arts for all. Our ARTbank initiative has grown significantly with the creation of a dedicated permanent space towards the end of the year, to continue to ensure access to arts materials is not a barrier to creating and experimenting with arts. This year saw 240 ticketed activities in the centre compared to 150 in the previous period, with 2770 participants compared with 1574 respectively, a 76% increase on tickets sold.

Visual arts

Another inspiring year with a mix of selling and participatory exhibitions covering a range of multimedia shows and thought-provoking exhibitions meticulously overseen by our Artistic Director to ensure we remain true to our Artistic Programme Principle. This mix ensured that thousands of visitors continue to engage in the exhibition spaces and wider education programme and the growth of group shows enabled more creatives to exhibit their work in a supportive environment. The visual arts programme has a tangible impact on the local economy with both visitors and exhibitors travelling internationally and staying in Whitstable to participate. Importantly it is enabling us to partner on exhibitions with artists that can explore local culture, mental health and challenge misconceptions.

ARTbank launched in June 2021 and has become an incredibly valued resource by the local and wider community. The initiative collects unwanted arts and crafts materials and books and offers these on a pay what you can basis to users of the ARTbank. It is usually accessible on an ad-hoc basis and through Pop up ARTbanks where the materials were all available in the smaller exhibition space. The Pop ups expanded knowledge of the initiative and enabled more people to engage more easily, and we wanted to make that opportunity more accessible, so we have created a permanent space that enables access whenever the centre is open to the public. We continue to work with other organisations to grow the reach of the ARTbank.

Throughout the year the exhibition spaces supported over 30 exhibitions and showcased the work of hundreds of local, national and international artists. The breadth of exhibitions from solo work to groups shows featuring a diversity of work, from shows focused on moving image or large scale paintings, to interactive multi-media, textiles and sculpture. The growth in the quality and engagement of the exhibitions is underlined by the increased footfall and importantly for selling shows, the increase in sales. Shows like Think of Me Again and The Myth of Saladin use the exhibition space to provide a valuable opportunity to share programmes of work with a wider audience. With curated selling shows such as Editions, we have the opportunity to open up the exhibition space to provide exposure to a greater set of artists that would otherwise not get an opportunity to exhibit.

Creative Partnerships and Professional Development Opportunities

With an Artsworld grant this year we were able to provide employment for two young people aged between 16 and 25. The grant supported 26 weeks of employment and we were able to provide a range of experiences across our visual arts programme including curation, marketing and working with creatives.

Artist Hannah McDonald, a published author/illustrator, worked with us on a year-long residency programme. As a resident in Amsterdam currently, Hannah made four trips throughout the residency to Whitstable to capture the seasons and worked on the project from Amsterdam in between. The residency was documented on our website and culminated in an exhibition, the Myth of Saladin, in February 2024.

This year saw the start of Artfully Yours, a project working with children from Whitstable Junior School, volunteers from Red Zebra Community Solutions and The Horsebridge Arts Centre and Social Prescribing clients. A series of creative workshops will produce a collaborative art installation over a series of weeks. It will culminate in an exhibition and celebration of their artistic achievements later in 2024 coinciding with volunteer's week; a chance to recognise, celebrate and thank the UK's incredible volunteers for all they contribute to our local communities, the voluntary sector, and society as a whole

Thanks to grant funding Perfectly Imperfect will run throughout 2024 to provide a programme of creative activity enabling those who have experienced a stroke or brain injury to use photography as part of their recovery. Working in collaboration with Photographer and stroke survivor Andy Watts, we will be creating a safe space for those also affected to explore and experience the benefits of photography as therapy and celebrate their achievements in an exciting photographic exhibition in November 2024.

Studio Sessions have provided the opportunity for creatives to develop professionally and share their skills and passion for their craft, providing alternative income possibilities. Horsebridge managed selling exhibitions like Christmas Makers Market and Editions have provided opportunities for creatives to sell work and introduce them to our audience. The in-house shop, in its new location, provides a fantastic year round focus on local makers and provides a gentle introduction to the retail space for new makers

Events

Our Talks programme has expanded significantly, with a regular new series of Art & Artists talks with Richard Dean MA and an extended talks programme that including a series of low-cost community talks on mental health, cultural, historical and environmental topics of interest locally. From a small pilot programme in 2022-23 of 11 talks, this year delivered 58 talks

Our social film screenings continue to be a central activity within the centre with 18 screenings during the year. With low prices and opportunity to meet over a hot drink and biscuit beforehand they have provided an opportunity to leave home with a purpose for those who have experience isolation. With an expanded Sunday Matinee programme showing highly acclaimed but less widely screened films the programme continues to grow in its diversity of offer.

Our theatre performances have developed this year following last year's theatre workshops. Productions with Moving Memory Dance Theatre group and new theatre group Constant Lark have brought 12 fantastic theatre performances to the centre. We are still limited on scaling the work significantly until the space and equipment receive considerable investment. We also trialled our first music performance with a well-attended Jazz event

We participated in Wild About Whitstable Week, a community collaboration project to improve and celebrate biodiversity in CT5 and beyond, highlighting climate change impact and the depletion of nature. The Horsebridge held several workshops, a balcony display, evening talks and a nature related film.

Learning and Participation

Our Studio Sessions have expanded significantly and cemented our aspiration to provide a rounded education programme, with 56 workshops or courses this year compared to 32 the previous year. This hybrid model of 'pay what you can' donation basis and paid-for sessions provides a wide variety of craft and art techniques. The education programme has included techniques across printmaking, painting, drawing, felting, textiles, knitting and ceramics. We plan to grow this further and build on the variety of creative learning opportunities beyond visual arts.

Our Young Makers Club for young people aged 6-11 has continued to run every Thursday during term time thanks to grant funding and support from local organisations. We were also able to run a Young Makers Summer Holiday Club. It ran every Thursday during the summer holidays, with two sessions during the day. The Club delivered 52 sessions during the year, an increase from 37 previously and provided the opportunity to learn about different art techniques, explore their own art style and make art to take home. The sessions are part of our 'Pay what you can' programme and also offer an inclusive space for young people with disabilities, learning differences and mental health needs.

We were pleased to be the host venue for The Maypole Project - a children's charity that support families with a child with a complex medical need or disability - to run art sessions.

Community Spaces

The centre offers an increased range of community spaces that are hired for a broad range of classes, workshops and meetings. Room hire is a competitive market locally, and has demanded that we look to diversify the offer beyond simple rooms for hire. With support from FCC we have been able to improve the Studio and Hub spaces. Continuing to develop spaces like the studio and hub is critical to increasing our room hire over the coming years and we intend to continue to develop the spaces to support the income streams vital for our ongoing growth.

Communications and Digital Engagement

Our digital focused communication has continued to grow and evolve and social media platforms combined with our website and email newsletter have become the primary communication means. The website continues to support modest traffic with around 85,000 page views for the year and social channels combined reach exceeds 100,000, with followers of nearly 13,500, which continues to increase, particularly on Instagram. Social media engagement continues to be problematic without a dedicated resource developing and engaging with audiences regularly. It is an aspiration but with cuts across the organisation expectations of digital reach need to remain realistic until we reach a position to afford a full communication and marketing strategy.

Audience Development

We have continued to seek opportunities to provide an even more accessible arts space for all, with barriers such as isolation and affordability taking priority, as we have directly seen the impact on the older population and young people. We prioritised enabling the arts centre to be a place to socially engage and immerse in arts experiences without financial barriers to participation, alongside providing a platform for creatives who have been hit hard by the pandemic.

Audience demographic remain similar to last year with ticketed events showing a higher increase of sales outside the local CT1 to CT6 postcodes at 13%. There has been no change in the percentage of postcodes captured for events at 61%, and there is a need to improve on this for next year alongside comprehensive methods to capture demographic information for non-ticketed activities and visitors to exhibition spaces. This will require reviewing historical customers who haven't provided postcodes in the past.

Commercial Trading Activities

The Horsebridge Shop continues to be an area of growth for the Centre, this year more than most with a 38% increase in revenue. There has been modest investment in Horsebridge commissioned products and expansion of the variety of local artist created merchandise available. The shop location move will have helped, but as this took place closer to the end of the financial year the impact of this will be seen more next year. To progress further now the shop really needs investment with regards to staff hours to enhance the in-house range of products and commit to taking the shop online.

Volunteers

The Centre is supported by a diverse group of volunteers and we are proud to see the numbers volunteering steadily increasing year on year. This was enhanced further this year with the support of a grant to formalise the volunteer scheme. Our volunteer pool includes highly-skilled volunteers who dedicate pockets of time to specific tasks which critically support skill gaps in our small staff team; volunteers who regularly support us with customer engagement and support on our front desk; and volunteers who participate in creative sessions and enable initiatives like ARTbank and Handmade Christmas to succeed. Our volunteer team includes individuals with physical disabilities, mental health and learning difficulties. We actively seek to ensure our volunteer community reflects our wider community. Each year we also support Duke of Edinburgh volunteers and young people undertaking work experience from local secondary schools.

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. The centre continues to run on an exceptionally small team for all the activities that are delivered, with just 16 staff (half of which are casual staff) that equate to 7 full time equivalent employees. The team continue to meet the challenges with professionalism and commitment to change and grow the organisation for future. As we look to the next year and beyond there will be more changes and demands placed on the team as the offer evolves, but we have every confidence in the team's ability to adapt and remain united in the desire to deliver a flagship arts space for our community.

Strategy and Development

The next two to three years for the organisation will be about continuing to develop the arts opportunities we offer to the district and constantly striving to broaden the audiences we are reaching. This must be balanced against a need to grow reserves against an increasingly difficult economic environment. Learnings from the visits to other arts spaces this year, like The Phoenix, have highlighted the strength of our diversified income base, but also showed that there must be a continued push to reduce reliance on weakening income streams that face more local competition. To achieve this, we need to ensure we have a board and staff team that are fit for purpose and given sufficient capacity to deliver effectively. We will seek outside support to enable us to critically review our offer and direction and crucially support us in improving the monitoring of the organisation. Crucially, to achieve this we will need to secure more resilient funding to enable us to grow the staff team from the current reduced levels which can only deliver basic core activities

We have worked hard to build the learning programme over the last 12 months and this will continue going forward reflecting the consistency in the visual arts programme development. We are aiming to build the events provision and building the activities taking place in the performance space. We are committed to widen access and to broaden our audience demographic, but this does rely on ensuring we understand how we are reaching groups currently and where we need to build. Fundamentally we will look to ensure we are offering quality arts opportunities that can make a difference to the lives of anyone in our community.

We will continue to drive for high quality and thought-provoking exhibitions in our public gallery spaces and push to tie these further into a cohesive learning programme. We will push beyond visual arts and look to grow performance arts looking for grant funding for improvements where the building is restricting growth. We will build on existing cultural and creative partnerships to bring new experiences to the community throughout the centre, pushing beyond the boundaries of the physical space and making more use of the environment we reside in. To achieve this, we need to ensure we have a board and staff team that feel equipped to meet the challenge and have sufficient capacity and training to deliver effectively.

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 2023/24 financial year is as follows:

Total Income	£246,714
Total Expenditure	£231,430
Net Income	£15,284
Total funds brought forward	£8,802
Total funds carried forward	£24,086

The format of income over the past 5 years (the period pre-pandemic) has changed significantly with a more even distribution across the three main income categories in comparison to five years ago. Net income is now close to pre-pandemic, but without the reliance on a near £50,000 core grant from the local authority. Unfortunately, with costs continuing to rise despite significant cuts over the period the ability to build up reserves is continuing to prove difficult.

Income was nearly 40% higher than budgeted, but this is due to restricted funds, with unrestricted funds income around 1% lower than budget. Success in achieving project and core grants has made a significant impact this year. While lower running cost income like venue hire remains slightly below budget, more resource intensive event activities were considerably higher than budget. The strategy to diversify income in an increasingly competitive local market has enabled the centre to continue to operate and this will need to continue 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

We receive no annual funding from our district council to operate the art centre and rely on applications to grant programmes that are opened to all organisations locally. CCC continued to support maintenance of the building for another year with the intention to return all maintenance costs to the charity next year. The board remain acutely aware of the pressures on local council budgets and significantly reduced funds available for the arts and anticipate no change in this for the foreseeable future, particularly as the local council has its own arts venues to support outside of Whitstable.

Fundraising

Grants

The team were successful in securing a 60% increase grant funding compared to last year, primarily to support projects and grow the accessibility and diversity of our audiences. Achieving grant funding this year has remained difficult as grant awarding organisations continue to focus on hardship funding and we look to improve the grant pipeline for next.

Friends membership

We are incredibly grateful to the Friends who have supported us and the income from membership has increased to pre-pandemic levels. To have any impact on the longer-term survival and targets of 1% of visitors, significant growth of the Friends scheme is needed.

Auction

At the start of 2024 we were able to host an Art Auction exhibition, complemented by an online viewing and bidding facility on our website to raise funds for the organisation. The 80+ artworks were kindly donated by creatives who support the centre. The auction took place over 9 days and culminated in enthusiastic bidding online up to the very last second raising £5,968.

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 policy is 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 reserves policy makes clear the funds of the charity are divided into restricted funds and unrestricted funds in accordance with charity legislation. The charity's reserves are that part of the charity's unrestricted funds that are freely available to spend on any of the charity's purposes.

Our goal is to create free reserves of sufficient funds to cover up to three months operating costs. This will provide for working capital and ensure services can remain fully funded for short periods of time and any cancelled advance hires can be refunded.

As at 31 March 2024, the charity held total unrestricted funds of £6,082, along with restricted funds of £18,004. Unrestricted funds are further designated equal to the value of fixed assets, following which left a negative general fund balance of (£5,522) at 31 March 2024.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2024**

The charity operates with generally predictable levels of unrestricted funds income and steady cash receipts and payments, but with high levels of fixed costs. Unrestricted funds are not reliant on any single source, with the large majority self-generated through hire, sales and donations. The organisation is not reliant on a single funder for more than 20% of its income, with aims to reduce this in future years.

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 2026; an ongoing programme of fundraising additional income from grants is underway to cover projects and contributions to running costs; 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. Although the charity has a low level of net assets, the value of both the charity's current assets and current liabilities is significantly higher, which is due to the charity deferring income for future hire of its spaces (i.e. hire that is to take place after 31 March 2024). 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.

Plans for the Future

The Horsebridge board and team remain committed to delivering a sustainable arts centre for the district. Financially the focus is on generating sufficient income to cover the high levels of fixed costs, made more difficult by the significant increases in utility costs. We continue to reduce our reliance on inconsistent or neutral generated income streams and diversify further.

Increasing the income from grant funding, both core-cost funding and project based restricted funds, will be critical next year given the impact on reserves for the last three years. Because of the smaller staff team, growing our offer will continue to be difficult this year as we will have to again rely on projects that are fully staffed through funding. Continuing to be innovative in our outreach programmes and the benefits they deliver will be key alongside significantly enhancing the events activities to further diversify income. Delivery of this will only be possible with a strong and committed volunteer team to complement the staff team.

We need to build further on the success of the shop and see continued benefit from the relocation and growth in the space available for the shop. We will need to make greater use of the online and digital resources to increase sales. The Horsebridge Centre will continue building on the development strategies for the gallery spaces increasing quality for visitors and broadening the accessibility for exhibitors in these spaces. The exhibitions and programmes planned for 2024 and beyond are developing the mediums explored in the spaces and allowing for enhanced programming to be delivered around them.

Fundamentally we will continue to develop the Centre as a resource to enrich the lives of the local community whilst attracting seasonal visitors and expanding our customer and friends base, but it is without doubt that 2024-25 will be a challenging year both financially and operationally.

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 six and not more than twelve Trustees. 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. A new protocol is in place for recruiting and selecting Trustees and there is the intent next year to grow the board following this process. Potential trustees are invited to meet with the Chair and/or Vice Chair as part of this process.

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. At an AGM the members elect persons to be Trustees to fill the vacancies.

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. We will continue to develop the induction and performance review processes for Trustees 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 our 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 impacts of Covid-19 pandemic 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 Executive Director has day-to-day responsibility for the provision of services in line with the policies and plans agreed by the Board. The Executive Director, Artistic Director and Finance Manager form the senior management team. The Executive Director and Artistic Director supervise the staff team, which consists of one full-time and nine 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.

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 29 January 2025.

Mrs Z A Cloke

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 2024 which are set out on pages 13 to 25.

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
The Marlowe Innovation Centre
Marlowe Way
Ramsgate
Kent CT12 6FA

Date : 29 January 2025

STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
INCOME					
Income from charitable activities	2	97,172	-	97,172	96,004
Income from other trading activities	3	69,720	-	69,720	48,020
Donations	4	9,736	70,086	79,822	48,958
Investment income		-	-	-	59.00
TOTAL INCOME		176,628	70,086	246,714	193,041
EXPENDITURE					
Costs of raising funds	5	36,171	221	36,392	26,829
Charitable activities	5	160,129	34,909	195,038	197,385
TOTAL EXPENDITURE		196,300	35,130	231,430	224,214
NET (EXPENDITURE)/INCOME FOR THE YEAR BEFORE TRANSFERS	6	(19,672)	34,956	15,284	(31,173)
Transfers between funds	12	18,243	(18,243)	-	-
NET MOVEMENT IN FUNDS FOR THE YEAR		(1,429)	16,713	15,284	(31,173)
Balance as at 1 April 2023		7,511	1,291	8,802	39,975
BALANCE AS AT 31 MARCH 2024		6,082	18,004	24,086	8,802

BALANCE SHEET
AS AT 31 MARCH 2024

	Notes	2024 £	2023 £
FIXED ASSETS			
Tangible assets	8	11,604	5,229
CURRENT ASSETS			
Stock		13,059	7,535
Debtors and prepayments	9	13,779	10,135
Cash at bank and in hand		<u>31,168</u>	<u>34,007</u>
		58,006	51,677
CREDITORS: amounts falling due within one year	10	<u>(45,524)</u>	<u>(48,104)</u>
NET CURRENT LIABILITIES		<u>12,482</u>	<u>3,573</u>
		12,482	3,573
CREDITORS: Amounts falling due after more than one year		-	-
NET ASSETS	11	<u>24,086</u>	<u>8,802</u>
FUNDS OF THE CHARITY			
Unrestricted general fund	12	(5,522)	2,282
Designated funds	12	11,604	5,229
Restricted funds	12	<u>18,004</u>	<u>1,291</u>
TOTAL FUNDS		<u>24,086</u>	<u>8,802</u>

Represented by:

For the financial year ended 31 March 2024 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 29 January 2025.

Mrs Z A Cloke

Mr J C Nurden

Company number - 04727071

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

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 2019) - (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 2026; an ongoing programme of fundraising additional income from grants is underway to cover projects and contributions to running costs; 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; and a positive general fund balance is forecasted by 31 March 2025. Although the charity has a low level of net assets, the value of both the charity's current assets and current liabilities is significantly higher, which is due to the charity deferring income for future hire of its spaces (i.e. hire that is to take place after 31 March 2024). 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.

b) Income

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.

c) Expenditure

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.

d) 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
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

1 ACCOUNTING POLICIES**e) Stock**

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

f) 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.

g) Pensions

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

h) Significant judgements and estimates

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

2 INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Grants :				
Kent County Council	-	-	-	11,571
Philip and Connie Phillips Foundation	-	-	-	8,908
Fees receivable :				
Venue hire	67,991	-	67,991	60,739
Box office income	5,354	-	5,354	8,311
In house activities	23,827	-	23,827	6,475
	<u>97,172</u>	<u>-</u>	<u>97,172</u>	<u>96,004</u>

3 INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Rental income	5,399	-	5,399	4,762
Shop income	43,886	-	43,886	31,643
Bar sales	3,370	-	3,370	-
Commission from third party sales	4,525	-	4,525	665
Auction sales	5,968	-	5,968	6,328
Membership income	3,719	-	3,719	1,646
Sundry income	2,853	-	2,853	2,976
	<u>69,720</u>	<u>-</u>	<u>69,720</u>	<u>48,020</u>

4 DONATIONS AND GRANTS

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Donations	9,736	-	9,736	6,562
Grants:				
Canterbury City Council	-	250	250	3,000
Foyle Foundation	-	-	-	15,000
British Science Association	-	-	-	500
Red Zebra Community Solutions	-	-	-	3,160
South East Museum Development	-	-	-	5,211
Artswork Ltd	-	14,130	14,130	-
Kent Community Foundation	-	7,210	7,210	14,600
Social Enterprise Kent	-	-	-	925
National Lottery Community Fund	-	9,920	9,920	-
Colyer-Fergusson Charitable Trust	-	5,000	5,000	-
CT5 People's Forum	-	202	202	-
National Lottery Heritage Fund	-	9,768	9,768	-
FCC Communities Foundation	-	8,756	8,756	-
Whitstable Improvement Trust	-	3,600	3,600	-
The Henry Smith Charity	-	9,800	9,800	-
Artfully Yours	-	250	250	-
Whitstable & Herne Bay Lions	-	1,200	1,200	-
	<u>9,736</u>	<u>70,086</u>	<u>79,822</u>	<u>48,958</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

5 TOTAL RESOURCES EXPENDED

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Costs of activities for generating funds :				
Shop purchases	24,702	-	24,702	16,496
Wage costs	7,370	-	7,370	6,912
Publicity	1,744	221	1,965	2,551
Bar purchases	2,355	-	2,355	870
	<u>36,171</u>	<u>221</u>	<u>36,392</u>	<u>26,829</u>
Service delivery costs				
Wage costs	47,983	32,250	80,233	81,802
Event and activity costs	16,750	2,141	18,891	19,604
Rates and water	5,904	-	5,904	6,370
Light and heat	26,026	-	26,026	19,653
Repairs and maintenance	1,520	57	1,577	1,986
Cleaning and waste	3,875	-	3,875	3,474
Staff training	2,015	-	2,015	-
Travelling costs	205	51	256	215
Licences and memberships	1,459	245	1,704	1,546
Insurances	2,469	-	2,469	2,360
Support costs				
Wage costs	34,266	-	34,266	40,320
Telephone	2,133	-	2,133	1,947
Postage and stationery	238	165	403	378
IT and equipment costs	791	-	791	745
Bank and credit card charges	2,848	-	2,848	1,667
Payroll fees	900	-	900	792
Bookkeeping software	288	-	288	288
Legal and professional fees	-	-	-	5,000
General expenses	78	-	78	100
Depreciation	4,911	-	4,911	2,995
Loss on disposal of fixed assets	-	-	-	-
Governance costs				
Wage costs	3,807	-	3,807	4,480
Companies House fee	13	-	13	13
Independent Examiner's fee	1,650	-	1,650	1,650
	<u>160,129</u>	<u>34,909</u>	<u>195,038</u>	<u>197,385</u>
	<u>196,300</u>	<u>35,130</u>	<u>231,430</u>	<u>224,214</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

6 NET INCOME	2024	2023
	£	£
This is stated after charging:		
Depreciation	4,911	2,995
Independent Examiner's remuneration	1,650	1,650
	<u> </u>	<u> </u>
7 INFORMATION REGARDING EMPLOYEES	2024	2023
	£	£
Wages and salaries	121,047	122,883
Sub contract labour	-	-
Redundancy costs	-	4,888
Social security costs	5,270	6,164
Pension contributions	4,359	4,579
Employment Allowance	(5,000)	(5,000)
	<u> </u>	<u> </u>
	<u>125,676</u>	<u>133,514</u>

The average monthly head count was 13 staff (2023 - 15 staff).

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

	2024	2023
	Number	Number
Service delivery	5	5
Management and administration	2	2
	<u>7</u>	<u>7</u>

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

No trustees received remuneration or expenses from the charity during the year (2023- £Nil).

The total employee benefits (including employers national insurance) of the key management personnel of the charity were £63,740 (2023 - £61,388)

8 TANGIBLE FIXED ASSETS	Fixtures fittings & equipment £	Total £
Cost		
As at 1 April 2023	50,372	50,372
Additions	11,286	11,286
Disposals	(2,236)	(2,236)
As at 31 March 2024	<u>59,422</u>	<u>59,422</u>
Depreciation		
As at 1 April 2023	45,143	45,143
Charge for the year	4,911	4,911
Eliminated in disposals	(2,236)	(2,236)
As at 31 March 2024	<u>47,818</u>	<u>47,818</u>
Net book value		
As at 31 March 2024	<u>11,604</u>	<u>11,604</u>
As at 31 March 2023	<u>5,229</u>	<u>5,229</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

9 DEBTORS	2024	2023
	£	£
Trade debtors	8,496	4,551
Other debtors	-	1,164
Prepayments	3,515	3,366
Accrued income	1,768	1,054
	<u>13,779</u>	<u>10,135</u>

10 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2024	2023
	£	£
Trade creditors	4,252	5,631
Taxation and social security	1,256	-
Other creditors	855	706
Accruals	11,322	14,167
Deferred income	27,839	27,600
	<u>45,524</u>	<u>48,104</u>

11 ANALYSIS OF NET ASSETS BETWEEN FUND

	General funds £	Designated funds £	Restricted funds £	Total £
Fixed assets		11,604	-	11,604
Current assets	40,002	-	18,004	58,006
Current liabilities	(45,524)	-	-	(45,524)
Long term liabilities	-	-	-	-
Net assets as at 31 March 2024	<u>(5,522)</u>	<u>11,604</u>	<u>18,004</u>	<u>24,086</u>

ANALYSIS OF NET ASSETS BETWEEN FUND - PREVIOUS YEAR

	General funds £	Designated funds £	Restricted funds £	Total £
Fixed assets	-	5,229	-	5,229
Current assets	50,386	-	1,291	51,677
Current liabilities	(48,104)	-	-	(48,104)
Long term liabilities	-	-	-	-
Net assets as at 31 March 2023	<u>2,282</u>	<u>5,229</u>	<u>1,291</u>	<u>8,802</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

12 MOVEMENT IN FUNDS	As at 1 04 2023 £	Income Expenditure £ £		Transfers £	As at 31 03 2024 £
Restricted funds					
KCC (Talents)	1,000	-	(1,000)	-	-
South East Museum Development	208	-	(208)	-	-
Whitstable Improvement Trust	83	-	-	-	83
National Lottery Community Fund	-	9,920	(7,502)	(687)	1,731
Colyer-Fergusson Charitable Trust	-	5,000	(5,000)	-	-
CT5 People's Forum	-	202	(165)	-	37
Kent Community Foundation 1	-	6,000	-	(6,000)	-
Kent Community Foundation 2	-	1,210	(1,126)	-	84
National Lottery Heritage Fund	-	9,768	(4,080)	(270)	5,418
Artswork Ltd	-	14,130	(14,130)	-	-
FCC Communities Foundation	-	8,756	-	(8,756)	-
Whitstable Improvement Trust	-	3,600	-	(2,530)	1,070
CCC	-	250	-	-	250
The Henry Smith Charity	-	9,800	(469)	-	9,331
Artfully Yours	-	250	(250)	-	-
Whitstable & Herne Bay Lions	-	1,200	(1,200)	-	-
Total restricted funds	1,291	70,086	(35,130)	(18,243)	18,004
Designated funds					
Fixed assets fund	5,229	-	-	6,375	11,604
Total designated funds	5,229	-	-	6,375	11,604
Unrestricted general funds	2,282	176,628	(196,300)	11,868	(5,522)
Total funds	8,802	246,714	(231,430)	-	24,086

RESTRICTED FUNDS

Kent County Council - Talents and Interests grants

The two Talents and Interests projects delivered creative activities for young people – a Young Makers' Club and digital creative skills and gaming. The funds were spent on staff and room hire costs.

South East Museum Development – The Wild Escape

The grant was used to deliver a project working with the local museum and schools for children to learn about local marine wildlife and the possible effects of climate change. The project coincided with Earth Day and included workshops and an art installation. The funds were spent on staff costs, artist costs, venue costs and materials.

Whitstable Improvement Trust

The project delivered a community art project in Sea Street, Whitstable, including workshops and an exhibition during 2022/23. The funds were spent on artists costs, materials, staff and premises costs and the balance of the funds were spent in 2024/25.

National Lottery Community Fund

The grant was used to grow the volunteer team, with the aim to build a nurturing, supporting and inclusive volunteering environment that is embedded in the charity. Funds were spent on staff costs, activity costs, equipment and expenses. The project will be completed in 2024/2025.

Colyer-Fergusson Charitable Trust

The grant enabled the charity to continue to provide regular supported inclusive creative sessions for vulnerable adults and weekly inclusive Young Makers sessions targeting disadvantaged children. Funds were spent on staff delivery costs.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

RESTRICTED FUNDS**CT5 People's Forum**

A donation towards planting and garden costs for the Horsebridge Centre Studio balcony.

Kent Community Foundation 1

The funding was from the Foundation's Annual Application Route and comprised two grants: £3,000 from the Children and Young People's Family Fund and £3,000 from the Lawson Endowment Fund for Kent. The grants contributed to core staff and overhead costs, with the aim to maximise the potential of the charity to encourage people to take part in activities they had not considered, find pathways into new creative communities, or even discover careers that they would not have considered without the charity's support. As the funds were a contribution towards core staff and overhead costs, they are shown as a transfer to unrestricted funds.

Kent Community Foundation 2

The grant was from the Learning Journeys Fund, and enabled the charity to visit other arts centres and plan the development of new activities and income streams. The funds were spent on staff, travel, facilitation and meeting costs.

National Lottery Heritage Fund

The grant was for a project called Our War, Their Story, a commemorative community learning project gathering accounts of those who lived and served during WW1. The funds were spent on staff, meeting, training and project delivery costs. The project will be completed in 2024/2025.

Artsworld Ltd

The grant was a Breakthrough Training Grant, part of the Breakthrough programme to provide employment opportunities within the creative and cultural sector for young people aged 16-26. The funds enabled the charity to provide two young people with 26 weeks of paid employment, training and skills development opportunities. Funds were spent on staff costs.

FCC Communities Foundation

The grant was from FCC Communities Foundation Ltd from funds donated by FCC Environment through the Landfill Communities Fund. The grant funded the refurbishment of community spaces within the Horsebridge Centre for storage, kitchen preparation and catering. Funds were spent on fixtures, fittings, equipment and installation costs and therefore are shown as a transfer to unrestricted funds.

Whitstable Improvement Trust

The grant funded the fitting out of a dedicated space within the Horsebridge Centre to accommodate the display of local information and associated publications, such as leaflets, posters, community events and heritage publications. This will enable the charity to provide information to the general public about places of interest, local facilities and events. Funds were spent on fixtures, fittings, equipment and installation costs and are shown as a transfer to unrestricted funds. The project will be completed in 2024/2025.

CCC (Canterbury City Council)

The grant was from the Opportunities Fund and contributes to the development of the Art Bank at the Horsebridge Centre, a rehoming project for donated and preloved art materials that are offered to the public on a 'pay what you can' basis. Funds will be spent in 2024/2025.

Henry Smith Charity

The grant was for a project called Perfectly Imperfect, a digital photography group and facility with stroke survivors, using photography to support recovery and wellbeing. The funds were spent on staff, training, activity and premises costs. The project will be completed in 2024/2025.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

RESTRICTED FUNDS

Artfully Yours

The funding was part of a project led by Red Zebra Community Solutions and in collaboration with Whitstable Junior School to produce a collaborative art installation, coinciding with volunteers week with the aim to recognise, celebrate and thank volunteers for their contribution to local communities, the voluntary sector, and society as a whole. Funds were spent on studio, activity, exhibition and staff costs. The project will be completed with further funding in 2024/2025.

Whitstable & Herne Bay Lions

The funding contributed to the running of the Young Makers' Club at the Horsebridge Centre, providing weekly after-school creative activities for children and young people and targeting disadvantaged children. Funds were spent on staff and delivery costs.

DESIGNATED FUNDS

Fixed assets fund

A fund created by Trustees representing the net book value of the charity's fixed assets at the balance sheet date. Although they are within general funds, the value of the assets cannot be utilised for future expenditure.

MOVEMENT IN FUNDS - PREVIOUS YEAR

	As at 1 04 2022 £	Income £	Expenditure £	Transfers £	As at 31 03 2023 £
Restricted funds					
Phillips Foundation	-	8,908	(8,353)	(555)	-
Red Zebra Community Solutions	-	3,160	(1,676)	(1,484)	-
Social Enterprise Kent	-	925	(114)	(811)	-
Kent Comm. Foundation Jubilee	-	9,600	(8,880)	(720)	-
Kent Comm. Foundation Strategic	-	5,000	(5,000)	-	-
National Lottery Community Fund	8,724	-	(8,544)	(180)	-
KCC (Kent Arts Investment)	402	-	-	(402)	-
KCC (Reconnect)	190	9,571	(7,059)	(2,702)	-
KCC (Build Back Better fund)	1,449	-	(1,449)	-	-
KCC (Talents)	-	2,000	(475)	(525)	1,000
CCC (Innovation)	-	3,000	(1,717)	(1,283)	-
South East Museum Development	-	5,211	(3,563)	(1,440)	208
British Science Association	-	500	(210)	(290)	-
Whitstable Improvement Trust	2,555	-	(2,352)	(120)	83
Art Bank	30	-	(30)	-	-
Individual Donation	120	-	(120)	-	-
Total restricted funds	13,470	47,875	(49,542)	(10,512)	1,291
Designated funds					
Fixed assets fund	7,413	-	-	(2,184)	5,229
Total designated funds	7,413	-	-	(2,184)	5,229
Unrestricted general funds	19,092	145,166	(174,672)	12,696	2,282
Total funds	39,975	193,041	(224,214)	-	8,802

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

RESTRICTED FUNDS - PREVIOUS YEAR**The Philip and Connie Phillips Foundation**

The grant was used to run a 12 month programme of free weekly creative sessions to encourage older people to get involved in community-based activities. The funds were spent on staffing and artist costs, materials and refreshments.

Red Zebra Community Solutions - Faces of Friendship

The funding was part of a grant received by the charity Red Zebra Community Solutions from the National Lottery Community Fund for a Faces of Friendship project, working with volunteer befrienders to create an exhibition celebrating the diverse face of volunteering in the local community. The funds were spent on staff costs, room hire costs, equipment and materials.

Social Enterprise Kent - Breaking Barriers Fund

The grant was used to purchase inclusive workshop equipment to improve the accessibility of creative activities. The transfer relates to the purchase of fixed assets.

Kent Community Foundation - Let's Create - the Queen's Jubilee Fund

The grant was used to run a creative Jubilee themed commemorative project, including workshops and an exhibition. The funds were spent on staff costs, artist costs, equipment, materials, room hire and travel

Kent Community Foundation - Strategic Recovery Fund

The funds were awarded to assist the Horsebridge to develop its vision, mission, values and business planning, in order to run more creative art programmes and become more financially sustainable. The funds were spent on consultancy costs.

National Lottery Community fund

The project delivered a programme of weekly creative courses, workshops and drop-in sessions supported by volunteers and artists, to encourage more people to get involved in community-based creative activities. The funds were spent on tutors, staff costs and delivery costs.

Kent County Council (Kent Arts Investment fund)

The project provided training and guidance for the charity's staff and Trustees who develop and lead creative and engagement work. The funds were spent on development sessions and associated expenses.

Kent County Council - Reconnect grants

The three Reconnect projects delivered creative projects for young people aged 6-15 via a programme of workshops. The funds were spent on tutors, staff costs and delivery costs.

Kent County Council (Build Back Better fund)

The project delivered an affordable film programme to reach new audiences, particularly those disadvantaged by the Covid-19 pandemic. The funds were spent on staff costs and delivery costs.

Kent County Council - Talents and Interests grants

The two Talents and Interests projects delivered creative activities for young people – a Young Makers' Club and digital creative skills and gaming. The funds were spent on staff and room hire costs.

Canterbury City Council Innovation Grant

The grant was used to deliver a Community Digital Lab project, to develop the services available from the charity's digital suite, to help to address the digital skills gap of local disadvantaged young people, and to offer a local service needed by small creative organisations. The funds were spent on staff costs, materials and venue costs.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

RESTRICTED FUNDS - PREVIOUS YEAR**South East Museum Development - The Wild escape**

The grant was used to deliver a project working with the local museum and schools for children to learn about local marine wildlife and the possible effects of climate change. The project coincided with Earth Day and included workshops and an art installation. The funds were spent on staff costs, artist costs, venue costs and materials.

British Science Association

The grant was used to deliver a project called Antarctica in the Community, to work with children and young people to research the wildlife and biodiversity of the Antarctic and create a community mural. The funds were spent on staff costs, premises costs and materials.

Whitstable Improvement Trust

The project was to deliver a community art project in Sea Street, Whitstable, including workshops and an exhibition. The funds are to be spent on artists costs, materials, staff and premises costs.

Art Bank

These were specific donations for the Art Bank (a project providing donated art materials).

Individual donation

A donation to be used for creative workshops.

DESIGNATED FUNDS - PREVIOUS YEAR**Fixed assets fund**

A fund created by Trustees representing the net book value of the charity's fixed assets at the balance sheet date. Although they are within general funds, the value of the assets cannot be utilised for future expenditure.

13 MEMBERS LIABILITY

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

14 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.

15 RELATED PARTY TRANSACTIONS

There were no transactions with related parties that require disclosure.

Accounts

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 2023**

HORSEBRIDGE ARTS AND COMMUNITY CENTRE

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HORSEBRIDGE ARTS AND COMMUNITY CENTRE

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2023

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 2023.

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

Trustees

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

Mrs Z A Cloke
Mr J C Nurden
Mr S A Lawton
Mr L H McMahon
Mrs A J Memmott
Cllr V A Kenny
Mrs M Butler (resigned 9/3/23)
Ms M Hare (appointed 2/11/23)

Key management personnel	The trustees Ms Elizabeth Daone - Executive Director Mr Peter Dyer - Finance Manager Mrs H Wenn - Artistic Director
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Independent examiner	S J Wren FCCA Accountancy Matters (Kent) Limited Chartered Certified Accountants The Marlowe Innovation Centre Marlowe Way Ramsgate Kent CT12 6FA
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Bankers	Lloyds Bank Plc 43 Sandgate Road Folkestone Kent CT5 1AF
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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 and 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

Our visual art spaces have seen a significant growth in the quality, depth and variety of media being presented and explored alongside with exhibitions throughout the year drawing participants from across the globe to both exhibit and visit. Partnerships with artists, community organisations and schools have created stunning and challenging exhibitions in the spaces. The new Studio space has gone from strength to strength, increasing the workshops and courses available and with supported spaces been able to reach a wider audience throughout the year. Our shop has continued to evolve from its redesign last year and continues works to support the career development of local makers at a professional level, expanding to include more local makers. Studio Sessions are enabling artists to develop teaching skills while encouraging anyone in the community to try a new skill and engage in the arts. The Young Makers Club has been able to operate on a donation only basis for the year continuing our commitment to arts for all and our ArtsBank initiative has grown significantly with Pop Up ArtBanks helping to ensure access to arts materials is not a barrier to creating and experimenting with arts.

Visual arts

As the first full year of operation after the pandemic it has been an exciting year to oversee in the gallery spaces. A mix of selling and participatory exhibitions covering a range of incredible multi-media shows and thought provoking exhibitions meticulously overseen by our Artistic Director to ensure we remain true to our Artistic Programme Principle. This mix ensured that thousands of visitors continue to engage in the exhibition spaces and wider education programme. The visual arts programme has a tangible impact on the local economy with both visitors and exhibitors travelling internationally and staying in Whitstable to participate. Importantly it is enabling us to partner on exhibitions with artists than can explore local culture, mental health and challenge misconceptions.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2023**

Being embedded in our community and in the environment around us continues to lead our work and specifically our grant funded projects. We were delighted to be awarded funding from the Arts Council's Let's Create Jubilee Fund administered by the Kent Community Foundation to create a community Tea Party with a twist. Over 5 weeks with free workshops, craft kits and specialist craft sessions the community helped us craft all the different parts of a classic British tea party - from knitted sandwiches to table decorations, felted biscuits to commemorative tableware. This full-scale crafted Tea Party was on display throughout the Jubilee where the community joined us for tea and biscuits in our 1950's inspired living room showing archive footage of the coronation and events of the time. The jubilee joy spread outside the building with our peoples flower project. The balcony that wraps around the centre was decorated with huge blooms of flowers made by our community by asking 'What does the Jubilee mean to you?' We worked with artist Camille Serisier to create super sized flower bouquets that represent a wide range of feelings about the Jubilee in this community art project.

We were thrilled to host 'This is what Menopause looks like' with Catrin Osborne & Tindara Sidoti-McNary. Catrin travelled the UK meeting menopausal women and recording their positive and negative experiences of the menopause. She wanted to celebrate women going through post and peri menopause and give them a voice, "as women we will all go through the menopause, but like many other experiences women in our culture go through it is still hidden, secretive and shameful." This exhibition was accompanied by a series of participatory workshops.

Following the launch of ArtBank last year it has continued to grow and impact the local community. The initiative collects unwanted arts and crafts materials and books and offers these on a pay what you can basis to users of the Art Bank. We delivered two Pop up ArtBanks this year where the materials were all available in the smaller gallery space, both expanding knowledge of the initiative and enabling more people to engage more easily. Next year as part of moving our shop space we hope to establish a permanent space for it in the centre and extend it beyond the centre in partnership with other community groups.

Throughout the year the gallery spaces supported over 30 exhibitions and showcased the work of hundreds of local, national and international artists. The centre hosted Whitstable Biennale installations throughout June as part of the larger town wide initiative. The breadth of exhibitions from solo work to groups shows featuring a diversity of work, from shows focused on moving image or large scale paintings, to interactive multi-media, textiles and sculpture. The growth in the quality and engagement of the exhibitions is underlined from the increased footfall and importantly for selling shows, the increase in sales.

Creative Partnerships

We were delighted to have started an Artist in Residence project this year, something we have been keen to progress. Artist Hannah McDonald is a published author/illustrator is working with us on a year-long residency programme. As a resident in Amsterdam currently, Hannah will make four trips in total to Whitstable to capture the seasons, while working on the project from Amsterdam in between. The project culminating in an exhibition at the end of 2023. Something we hope to gain funding to continue beyond this point.

Having worked with The Whitstable School for multi-disciplinary exhibitions previously, this year we combined with Red Zebra to the Faces of Friendship photographic exhibition. In this intergenerational month-long project, Year 10 photography students photographed portraits of people who had been involved in a befriending project run by Red Zebra to support those isolated during Covid lockdowns. Funded by The National Lottery Community Fund the portraits were then exhibited in our gallery to celebrate the diverse face of volunteering as well as sharing the relationships between generations, their experience of the pandemic and the value volunteering brings to our community.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2023**

Working with Whitstable Community Museum as part of The Wild Escape led Art Fund supported by Arts Council England we created Whitstable Wild Escape. Hundreds of national organisations took part in a major creative project inspired by the natural collections found in museums and galleries all over the UK. We ran free drop in family activities across the spaces, inspired by the surprising wildlife that has inhabited Whitstable over the years and the collections within the museum.

Professional Development Opportunities

We were able to commission, employ and provide development opportunities for artists and creatives in the region. Grant funded projects such as 70 years in the making and the Young Digital Makers programme have relied on a variety of professionals, including set designers, artists, youth workers and project coordinators. With flexible use of the exhibition spaces we have been able to support local artists to present work not just through selling shows. Exhibitions like Ben Dickson's Boxing Men brought large format paintings to the exhibition spaces and explored the mental health of giants in the boxing world.

Studio Sessions have provided the opportunity for creatives to develop professionally and share their skills and passion for their craft, providing alternative income possibilities. Horsebridge managed selling exhibitions like Christmas and New Year Makers Market have all provided opportunities for creatives to sell work and introduce them to our audience. This is backed up by the in-house shop year round which, following its significant remodelling, focuses on local makers and provides a gentle introduction to the retail space for new makers. We are planning to expand the shop further in 2023 to grow opportunities for local makers further.

Events

This year saw the launch of our Talks programme, starting with the incredibly successful Art & Artists talks with Richard Dean MA. Richard is a practicing artist and experienced lecturer who has lectured at universities and art colleges in London and the south east, and at Tate Britain. The programme has been a sell out and we continue to work with Richard to develop these talks further. We worked with Paul Elliot to support a series of talks exploring men's mental health and how it is impacted by events, social media and pre-conceptions of what makes a man a man. The talks programme will continue to expand including a series of low-cost community talks on cultural, historical and environmental topics of interest locally.

Our social film screenings have become a vital activity within the centre, with low prices and opportunity to meet over a hot drink and biscuit beforehand they have provided an opportunity to leave home with a purpose for those who have experienced significant isolation during Covid. With an expanded Sunday Matinee programme showing highly acclaimed but less widely screened films the programme continues to grow in its diversity of offer. We also worked with Inclusive Sport to offer a film screening for young people attending a summer holiday scheme.

Building on work to deliver small scale theatre in our performance space we worked with Moving Memory Dance Theatre group on movement workshops and participation in their theatre productions. Both Moving Memory and another theatre group Constant Lark are working with us to bring performances to the centre later in 2023. We are still limited on scaling the work significantly until the space and equipment receive considerable investment.

The Horsebridge Handmade Christmas Market has become a central part of local Christmas activities. The market is curated in-house and presents as a selling exhibition space, mixing the work of local makers into a truly special festive event. This year the space was further enhanced with decorations after support from Tesco Whitstable to create a series of free Christmas activities. The project incorporated a large festive installation at the supermarket displaying the supersized decorations and supported a town wide Santa Post service where we worked with volunteers and a local artist to create and deliver hand-written cards to local children.

Learning and Participation

The launch of Studio Sessions in the new Studio space last year saw our aspiration to provide a rounded education programme begin to become a reality. This hybrid model of 'pay what you can' donation basis and paid for sessions and provides a wide variety of craft and art techniques. The education programme builds on the visual arts taking place in the gallery spaces and has included techniques across printmaking, painting, drawing, felting, textiles, knitting and ceramics. We plan to grow this further and build on the variety of creative learning opportunities beyond visual arts.

We continued to work with Reconnect Kent on our Young Digital Makers programme to deliver a series of creative arts and digital workshops for young people aged 6-11 during the year. This included a Summer Club throughout school holidays offering free weekly creative sessions. The Young Makers supported centre wide projects throughout the year with craft activities and created robots, bags, mini theatres all while exploring different art styles and artists. The sessions remained free following the end of Reconnect support and we are seeking funding to keep the club free for young makers. Support from Canterbury City Council Innovation grant has enabled enhancements to the digital hub and to run a series of workshops with young people from Young Digital Makers and the Far Academy to develop digital skills.

Working with artist Camille Serisier and supported by Whitstable Improvement Trust we delivered the Go Slow Project to design and create street art to slow down traffic on Sea Street in Whitstable. Through a series of creative workshops young people developed fantastic skills including making props, scenery and costumes as well as photography and digital production techniques.

Supported by UK Antarctic Heritage Trust we enabled young people to explore Antarctica in our Extraordinary Places: Antarctica project. With the help of our volunteer craft group, our Young Makers Club and ISP Fostering in Whitstable, we discovered the landscape and animals of the Antarctic and the challenges that they face due to climate change and the effects of this on their environment. Together, we researched, designed and created a large mural depicting the landscape of the Antarctic, featuring the animals and sea creatures that inhabit this unique environment now and in the past and the human impact on this fragile place.

Alongside offering more practical volunteer opportunities The Horsebridge has always provided a safe and friendly place for volunteers who benefit from a bit more support, care and regular activity as part of their weekly routine. After Covid we had to adapt and reduce the customer facing roles for more vulnerable volunteers and, with the support of the Phillips Foundation, we have evolved a volunteer craft group who meet and learn new skills while being an integral part of the projects taking place across the centre like Jubilee celebrations and Christmas market. Supported purely by donations this group is embedded in our creative programme and continues to support volunteers who value the unique opportunity it presents as much as we do.

We were pleased to be the host venue for The Maypole Project - a children's charity that support families with a child with a complex medical need or disability - to run stay and play sessions throughout the summer. We are looking to grow this relationship further next year.

Community Spaces

The centre offers an increased range of community spaces that are hired for a broad range of classes, workshops and meetings. Room hire is a competitive market locally, and has demanded that we look to diversify the offer beyond simple rooms for hire. With support from SEK Breaking Barriers we have been able to add accessible tables and arts equipment to the Studio space. Developing spaces like the digital suite and the new studio will be critical to increasing our room hire over the coming years, and we also have to fill the skills shortfall we face to effectively benefit from the digital suite. We have funding in place to revamp the main learning space and enhance the facilities in the Studio next year and intend to continue to develop the spaces to support the income streams vital for our ongoing growth.

Communications and Digital Engagement

Our digital focused communication has continued to grow and evolve and social media platforms combined with our website and email newsletter have become the primary communication means. The website continues to support modest traffic with around 85,000 page views for the year, social channels combined reach exceeds 100,000, with followers of over 12,500 continuing to increase, particularly on Instagram. Use of social media needs to become more sophisticated but restricted staffing levels make this difficult at present, but is something that forms part of the strategy for the centre going forward. Marketing has very little budget and is mainly focused on project work, and expectations of digital reach need to remain realistic until we reach a position to afford a full communication and marketing strategy.

Audience Development

We have continued to seek opportunities to provide an even more accessible arts space for all, with barriers such as isolation and affordability taking priority, as we have directly seen the impact on the older population and young people. We prioritised enabling the arts centre to be a place to socially engage and immerse in arts experiences without financial barriers to participation, alongside providing a platform for creatives who have been hit hard by the pandemic.

Audience demographic remain similar to last year with ticketed events showing a higher increase of sales in the local CT1 to CT6 postcodes at 93%. We have seen a decrease in the percentage of postcodes captured for events to 61%, and need to improve on this for next year alongside comprehensive methods to capture demographic information for non-ticketed activities and visitors to exhibition spaces.

Commercial Trading Activities

The Horsebridge Shop continues to be an area of growth for the Centre, although more modest this year than previous years as the shop reaches the limits of what can be achieved in its current location. We have participated in local high street shopping initiatives locally including Fiver Fest and Shop Local. There has been modest investment in Horsebridge commissioned products and expansion of the variety of local artist created merchandise available. There are plans for next year to move the shop location to be immediately accessible from the main entrance, but as this is converting part of the exhibition spaces this has a limited window to be enacted and requires gallery contracts to be aligned to the revised spacing. To progress further now the shop really needs investment with regards to staff hours to enhance the in-house range of products and commit to taking the shop online.

Volunteers

The Centre is supported by a diverse group of volunteers and we are proud to see the numbers volunteering steadily increasing year on year. Our volunteer pool includes highly-skilled volunteers who dedicate pockets of time to specific tasks which critically support skill gaps in our small staff team; volunteers who regularly support us with customer engagement and support on our front desk; and volunteers who participate in creative sessions and enable initiatives like Art Bank and Handmade Christmas to succeed. Our volunteer team includes individuals with physical disabilities, mental health and learning difficulties. We actively seek to ensure our volunteer community reflects our wider community. Each year we also support Duke of Edinburgh volunteers and young people undertaking work experience from local secondary schools.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2023**

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. Unfortunately this year facing rising costs to the organisation we have had to take the difficult decision to reduce the staff team to ensure the survival of the organisation. The team continue to meet the challenges with professionalism and commitment to change and grow the organisation for future. As we look to the next year and beyond there will be more changes and demands placed on the team as the offer evolves, but we have every confidence in the team's ability to adapt and remain united in the desire to deliver a flagship arts space for our community.

Strategy and Development

The next two to three years for the organisation will be about continuing to develop the arts opportunities we offer to the district and constantly striving to broaden the audiences we are reaching. To achieve this we need to ensure we have a board and staff team that are fit for purpose and given sufficient capacity to deliver effectively. We will seek outside support to enable us to critically review our offer and direction and crucially support us in improving the monitoring of the organisation. Crucially, to achieve this we will need to secure more resilient funding to enable us to grow the staff team from the current reduced levels which can only deliver basic core activities.

The programme for visual arts is well planned and our focus will be on developing the learning programme and building on the knowledge gained this year to leverage the dedicated spaces we have worked hard to establish. We are committed to widen access and to broaden our audience demographic, but this does rely on ensuring we understand how we are reaching groups currently and where we need to build. Fundamentally we will look to ensure we are offering quality arts opportunities that can make a difference to the lives of anyone in our community.

We will continue to drive for high quality and thought-provoking exhibitions in our public gallery spaces and push to tie these further into a cohesive learning programme. We will push beyond visual arts and look to grow performance arts where the building allows. We will build on existing cultural and creative partnerships to bring new experiences to the community throughout the centre, pushing beyond the boundaries of the physical space and making more use of the environment we reside in. To achieve this, we need to ensure we have a board and staff team that feel equipped to meet the challenge and have sufficient capacity and training to deliver effectively.

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 2022/23 financial year is as follows:

Total Income	193,041
Total Expenditure	224,214
Net Income	(31,173)
Total funds brought forward	39,975
Reserves stand at	8,802

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2023**

It is clear that whilst the net income position does not indicate a complete recovery to income from before the pandemic, the loss is much reduced from the previous year. We are seeing a positive growth towards pre-pandemic levels with charitable activity income over 50% higher than 2021/22 at £75,525 and other trading increasing modestly by 10%. Unfortunately the deficit position remains due to a significant increase in utility bills mid-year creating a 75% increase in gas and electricity costs which will obviously continue into next year. We were fortunate that Canterbury City Council were able to meet the maintenance contract costs for the year otherwise the impact of these price rises would have been even more devastating.

Income was around £40,000 lower than budgeted with grants, shop trading and room hire falling significantly below budget expectations. Difficulties in securing grant funding resulted in levels around 25% lower than the year prior, income from the shop had a net position of circa 60% against budget and when combined with workshop/room hire at 75% of budget the impact was impossible to recover through expenditure cuts alone. The shop's physical location and size are now significantly limiting factors to its growth alongside limited capacity on the staff team to take the shop online. Room hire has been incredibly slow to begin showing any recovery to pre-pandemic levels and future plans will look to secure more long term rents in spaces to provide a more stable income stream. The latter part of the year has provided positive views on gradual increases that look promising for 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

We receive no annual funding from our district council to operate the art centre and rely on applications to grant programmes that are opened to all organisations locally. We were successful in achieving a £3,000 grant this year and CCC continued to support maintenance of the building for another year in support of the impact the cost of living crisis has had. The board remain acutely aware of the pressures on local council budgets and significantly reduced funds available for the arts and anticipate no change in this for the foreseeable future, particularly as the local council has its own arts venues to support outside of Whitstable.

**Fundraising
Grants**

The team were successful in securing grant funding to support projects and grow the accessibility and diversity of our audiences. Achieving grant funding this year has remained difficult as grant awarding organisations continue to focus on hardship funding and we look to improve the grant pipeline for next year in anticipation of more grants re-opening.

Friends membership

We are incredibly grateful to the Friends who have supported us throughout the pandemic and have continued to renew. We have begun to grow the Friends membership numbers, but not got close to our 1% of visitors target yet and will look to increase this in 2023-24.

Auction

At the start of 2023 we were able to host an Art Auction exhibition, complemented by an online viewing and bidding facility on our website to raise funds for the organisation. The 90+ artworks were mainly donated by artists who had been involved in exhibitions since re-opening after Covid and were keen to support the centre. The auction took place over two weeks and culminated in enthusiastic bidding online up to the very last second raising £6,328.

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 policy is 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 reserves policy makes clear the funds of the charity are divided into restricted funds and unrestricted funds in accordance with charity legislation. The charity's reserves are that part of the charity's unrestricted funds that are freely available to spend on any of the charity's purposes.

Our goal is to create free reserves of sufficient funds to cover up to three months operating costs. This will provide for working capital and ensure services can remain fully funded for short periods of time and any cancelled advance hires can be refunded.

As at 31 March 2023, the charity held free reserves of £2,282, along with a designated fixed asset fund of £5,229 and restricted funds of £1,291.

The charity operates with generally predictable levels of unrestricted funds income and steady cash receipts and payments, but with high levels of fixed costs. Unrestricted funds are not reliant on any single source, with the large majority self-generated through hire, sales and donations. The organisation is not reliant on a single funder for more than 20% of its income, with aims to reduce this in future years.

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 2024; an ongoing programme of fundraising additional income from grants is underway to cover projects and contributions to running costs; 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. Although the charity has a low level of net assets, the value of both the charity's current assets and current liabilities is significantly higher, which is due to the charity deferring income for future hire of its spaces (i.e. hire that is to take place after 31 March 2023). 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.

Plans for the Future

The Horsebridge board and team remain committed to delivering a sustainable arts centre for the district. Financially the focus is on generating sufficient income to cover the high levels of fixed costs, made more difficult by the significant increases in utility costs. We continue to reduce our reliance on inconsistent or neutral generated income streams and diversify further.

Increasing the income from grant funding, both core-cost funding and project based restricted funds, will be critical next year given the impact on reserves for the last two years. Because of the smaller staff team, growing our offer will be more difficult this year as we will have to rely on projects that are fully staffed through funding. Continuing to be innovative in our outreach programmes and the benefits they deliver will be key alongside significantly enhancing the learning opportunities within the Centre across our digital and studio spaces.

We need to build on the success of the shop and intend to achieve this through relocation and growing the space available for the shop. We will need to make greater use of the online and digital resources to increase sales. The Horsebridge Centre will continue building on the development strategies for the gallery spaces increasing quality for visitors and broadening the accessibility for exhibitors in these spaces. The exhibitions and programmes planned for 2023 and beyond are developing the mediums explored in the spaces and allowing for enhanced programming to be delivered around them.

Fundamentally we will continue to develop the Centre as a resource to enrich the lives of the local community whilst attracting seasonal visitors and expanding our customer and friends base, but it is without doubt that 2023-24 will be a challenging year both financially and operationally.

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 six and not more than twelve Trustees. 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. A new protocol is in place for recruiting and selecting Trustees and there is the intent next year to grow the board following this process. Potential trustees are invited to meet with the Chair and/or Vice Chair as part of this process.

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. At an AGM the members elect persons to be Trustees to fill the vacancies.

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. We will continue to develop the induction and performance review processes for Trustees 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 our 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 impacts of Covid-19 pandemic measures on grant availability. Work continues on a more formal risk management strategy.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2023**

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 Executive Director has day-to-day responsibility for the provision of services in line with the policies and plans agreed by the Board. The Executive Director, Artistic Director and Finance Manager form the senior management team. The Executive Director and Artistic Director supervise the staff team, which consists of one full-time and nine 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.

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 7 December 2023.

Mrs Z A Cloke

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 2023 which are set out on pages 14 to 26.

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
The Marlowe Innovation Centre
Marlowe Way
Ramsgate
Kent CT12 6FA

Date : 14 December 2023

STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds	Restricted funds	Total funds 2023	Total funds 2022
		£	£	£	£
INCOME					
Income from charitable activities	2	75,525	20,479	96,004	101,173
Income from other trading activities	3	48,020	-	48,020	43,357
Donations	4	21,562	27,396	48,958	32,485
Investment income		59	-	59	-
TOTAL INCOME		<u>145,166</u>	<u>47,875</u>	<u>193,041</u>	<u>177,015</u>
EXPENDITURE					
Costs of raising funds	5	25,112	1,717	26,829	32,193
Charitable activities	5	149,560	47,825	197,385	191,756
TOTAL EXPENDITURE		<u>174,672</u>	<u>49,542</u>	<u>224,214</u>	<u>223,949</u>
NET (EXPENDITURE)/INCOME FOR THE YEAR BEFORE TRANSFERS	6	(29,506)	(1,667)	(31,173)	(46,934)
Transfers between funds	12	<u>10,512</u>	<u>(10,512)</u>	<u>-</u>	<u>-</u>
NET MOVEMENT IN FUNDS FOR THE YEAR		<u>(18,994)</u>	<u>(12,179)</u>	<u>(31,173)</u>	<u>(46,934)</u>
Balance as at 1 April 2022		<u>26,505</u>	<u>13,470</u>	<u>39,975</u>	<u>86,909</u>
BALANCE AT 31 MARCH 2023		<u><u>7,511</u></u>	<u><u>1,291</u></u>	<u><u>8,802</u></u>	<u><u>39,975</u></u>

BALANCE SHEET
AS AT 31 MARCH 2023

	Notes	2023 £	2022 £
FIXED ASSETS			
Tangible assets	8	5,229	7,413
CURRENT ASSETS			
Stock		7,535	7,608
Debtors and prepayments	9	10,135	11,909
Cash at bank and in hand		<u>34,007</u>	<u>61,241</u>
		51,677	80,758
CREDITORS: amounts falling due within one year	10	<u>(48,104)</u>	<u>(48,196)</u>
NET CURRENT LIABILITIES		<u>3,573</u>	<u>32,562</u>
		3,573	32,562
CREDITORS: Amounts falling due after more than one year		-	-
NET ASSETS	11	<u>8,802</u>	<u>39,975</u>
Represented by:			
FUNDS OF THE CHARITY			
Unrestricted general fund	12	2,282	19,092
Designated funds	12	5,229	7,413
Restricted funds	12	<u>1,291</u>	<u>13,470</u>
TOTAL FUNDS		<u>8,802</u>	<u>39,975</u>

For the financial year ended 31 March 2023 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 7 December 2023.

Mrs Z A Cloke

Mr S A Lawton

Company number - 04727071

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

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 2019) - (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 2024; an ongoing programme of fundraising additional income from grants is underway to cover projects and contributions to running costs; 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. Although the charity has a low level of net assets, the value of both the charity's current assets and current liabilities is significantly higher, which is due to the charity deferring income for future hire of its spaces (i.e. hire that is to take place after 31 March 2023). 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.

b) Income

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.

c) Expenditure

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.

d) 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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

1 ACCOUNTING POLICIES**e) Stock**

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

f) 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.

g) Pensions

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

h) Significant judgements and estimates

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

2 INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Grants :				
Canterbury City Council	-	-	-	5,000
Kent County Council	-	11,571	11,571	10,736
Whitstable Improvement Trust	-	-	-	2,600
Philip and Connie Phillips Foundation	-	8,908	8,908	-
National Lottery Community Fund	-	-	-	9,808
Arts Council England	-	-	-	25,305
Fees receivable :				
Venue hire	60,739	-	60,739	43,131
Box office income	8,311	-	8,311	1,726
In house activities	6,475	-	6,475	2,867
	<u>75,525</u>	<u>20,479</u>	<u>96,004</u>	<u>101,173</u>

3 INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Rental income	4,762	-	4,762	4,399
Shop income	31,643	-	31,643	29,186
Commission from third party sales	665	-	665	6,553
Auction sales	6,328	-	6,328	-
Membership income	1,646	-	1,646	1,876
Sundry income	2,976	-	2,976	1,343
	<u>48,020</u>	<u>-</u>	<u>48,020</u>	<u>43,357</u>

4 DONATIONS AND GRANTS

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Donations	6,562	-	6,562	4,909
Grants:				
Canterbury City Council	-	3,000	3,000	16,000
Coronavirus Job Retention Scheme	-	-	-	6,576
Garfield Weston Foundation	-	-	-	5,000
Foyle Foundation	15,000	-	15,000	-
British Science Association	-	500	500	-
Red Zebra Community Solutions	-	3,160	3,160	-
South East Museum Development	-	5,211	5,211	-
Kent Community Foundation	-	14,600	14,600	-
Social Enterprise Kent	-	925	925	-
	<u>21,562</u>	<u>27,396</u>	<u>48,958</u>	<u>32,485</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

5 TOTAL RESOURCES EXPENDED

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Costs of activities for generating funds :				
Shop purchases	16,436	60	16,496	16,950
Wage costs	6,912	-	6,912	6,821
Legal and professional fees	-	-	-	7,199
Publicity	894	1,657	2,551	1,223
Bar purchases	870	-	870	-
	<u>25,112</u>	<u>1,717</u>	<u>26,829</u>	<u>32,193</u>
Service delivery costs				
Wage costs	52,747	29,055	81,802	87,664
Event and activity costs	7,002	12,602	19,604	12,209
Rates and water	6,370	-	6,370	5,217
Light and heat	19,653	-	19,653	11,204
Repairs and maintenance	1,168	818	1,986	9,445
Cleaning and waste	3,474	-	3,474	3,529
Travelling costs	58	157	215	68
Licences and memberships	1,546	-	1,546	983
Insurances	2,360	-	2,360	1,991
Support costs				
Wage costs	40,320	-	40,320	41,232
Telephone	1,947	-	1,947	1,921
Postage and stationery	185	193	378	338
IT and equipment costs	745	-	745	953
Bank and credit card charges	1,667	-	1,667	2,959
Payroll fees	792	-	792	1,032
Bookkeeping software	288	-	288	259
Legal and professional fees	-	5,000	5,000	1,280
General expenses	100	-	100	141
Depreciation	2,995	-	2,995	3,027
Loss on disposal of fixed assets	-	-	-	-
Governance costs				
Wage costs	4,480	-	4,480	4,581
Companies House fee	13	-	13	13
Independent Examiner's fee	1,650	-	1,650	1,710
	<u>149,560</u>	<u>47,825</u>	<u>197,385</u>	<u>191,756</u>
	<u>174,672</u>	<u>49,542</u>	<u>224,214</u>	<u>223,949</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

6 NET INCOME	2023	2022
	£	£
This is stated after charging:		
Depreciation	2,995	3,027
Independent Examiner's remuneration	1,650	1,710

7 INFORMATION REGARDING EMPLOYEES	2023	2022
	£	£
Wages and salaries	122,883	126,556
Sub contract labour	-	7,333
Redundancy costs	4,888	-
Social security costs	6,164	6,202
Pension contributions	4,579	4,207
Employment Allowance	(5,000)	(4,000)
	133,514	140,298

The average monthly head count was 15 staff (2022 - 13 staff).

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

	2023	2022
	Number	Number
Service delivery	5	5
Management and administration	2	2
	7	7

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

No trustees received remuneration or expenses from the charity during the year (2022- £Nil).

The total employee benefits (including employers national insurance) of the key management personnel of the charity were £61,388 (2022 - £63,607)

8 TANGIBLE FIXED ASSETS	Fixtures fittings & equipment £	Total £
Cost		
As at 1 April 2022	49,561	49,561
Additions	811	811
Disposals	-	-
As at 31 March 2023	50,372	50,372
Depreciation		
As at 1 April 2022	42,148	42,148
Charge for the year	2,995	2,995
Eliminated in disposals	-	-
As at 31 March 2023	45,143	45,143
Net book value		
As at 31 March 2023	5,229	5,229
As at 31 March 2022	7,413	7,413

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

9 DEBTORS	2023	2022
	£	£
Trade debtors	4,551	5,811
Other debtors	1,164	-
Prepayments	3,366	4,268
Accrued income	1,054	1,830
	<u>10,135</u>	<u>11,909</u>

10 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2023	2022
	£	£
Trade creditors	5,631	2,411
Taxation and social security	-	819
Other creditors	706	1,434
Accruals	14,167	12,353
Deferred income	27,600	31,179
	<u>48,104</u>	<u>48,196</u>

11 ANALYSIS OF NET ASSETS BETWEEN FUND

	General funds	Designated funds	Restricted funds	Total
	£	£	£	£
Fixed assets	-	5,229	-	5,229
Current assets	50,386	-	1,291	51,677
Current liabilities	(48,104)	-	-	(48,104)
Long term liabilities	-	-	-	-
Net assets as at 31 March 2023	<u>2,282</u>	<u>5,229</u>	<u>1,291</u>	<u>8,802</u>

ANALYSIS OF NET ASSETS BETWEEN FUND - PREVIOUS YEAR

	General funds	Designated funds	Restricted funds	Total
	£	£	£	£
Fixed assets	-	7,413	-	7,413
Current assets	67,288	-	13,470	80,758
Current liabilities	(48,196)	-	-	(48,196)
Long term liabilities	-	-	-	-
Net assets as at 31 March 2022	<u>19,092</u>	<u>7,413</u>	<u>13,470</u>	<u>39,975</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

12 MOVEMENT IN FUNDS	As at 1 04 2022 £	Income £	Expenditure £	Transfers £	As at 31 03 2023 £
Restricted funds					
Phillips Foundation	-	8,908	(8,353)	(555)	-
Red Zebra Community Solutions	-	3,160	(1,676)	(1,484)	-
Social Enterprise Kent	-	925	(114)	(811)	-
Kent Comm. Foundation Jubilee	-	9,600	(8,880)	(720)	-
Kent Comm. Foundation Strategic	-	5,000	(5,000)	-	-
National Lottery Community Fund	8,724	-	(8,544)	(180)	-
KCC (Kent Arts Investment)	402	-	-	(402)	-
KCC (Reconnect)	190	9,571	(7,059)	(2,702)	-
KCC (Build Back Better fund)	1,449	-	(1,449)	-	-
KCC (Talents)	-	2,000	(475)	(525)	1,000
CCC (Innovation)	-	3,000	(1,717)	(1,283)	-
South East Museum Development	-	5,211	(3,563)	(1,440)	208
British Science Association	-	500	(210)	(290)	-
Whitstable Improvement Trust	2,555	-	(2,352)	(120)	83
Art Bank	30	-	(30)	-	-
Individual donation	120	-	(120)	-	-
Total restricted funds	13,470	47,875	(49,542)	(10,512)	1,291
Designated funds					
Fixed assets fund	7,413	-	-	(2,184)	5,229
Total designated funds	7,413	-	-	(2,184)	5,229
Unrestricted general funds	19,092	145,166	(174,672)	12,696	2,282
Total funds	39,975	193,041	(224,214)	-	8,802

RESTRICTED FUNDS

The Philip and Connie Phillips Foundation

The grant was used to run a 12 month programme of free weekly creative sessions to encourage older people to get involved in community-based activities. The funds were spent on staffing and artist costs, materials and refreshments.

Red Zebra Community Solutions - Faces of Friendship

The funding was part of a grant received by the charity Red Zebra Community Solutions from the National Lottery Community Fund for a Faces of Friendship project, working with volunteer befrienders to create an exhibition celebrating the diverse face of volunteering in the local community. The funds were spent on staff costs, room hire costs, equipment and materials.

Social Enterprise Kent - Breaking Barriers Fund

The grant was used to purchase inclusive workshop equipment to improve the accessibility of creative activities. The transfer relates to the purchase of fixed assets.

Kent Community Foundation – Let's Create – the Queen's Jubilee Fund

The grant was used to run a creative Jubilee themed commemorative project, including workshops and an exhibition. The funds were spent on staff costs, artist costs, equipment, materials, room hire and travel

Kent Community Foundation - Strategic Recovery Fund

The funds were awarded to assist the Horsebridge to develop its vision, mission, values and business planning, in order to run more creative art programmes and become more financially sustainable. The funds were spent on consultancy costs.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

National Lottery Community fund

The project delivered a programme of weekly creative courses, workshops and drop-in sessions supported by volunteers and artists, to encourage more people to get involved in community-based creative activities. The funds were spent on tutors, staff costs and delivery costs.

Kent County Council (Kent Arts Investment fund)

The project provided training and guidance for the charity's staff and Trustees who develop and lead creative and engagement work. The funds were spent on development sessions and associated expenses.

Kent County Council - Reconnect grants

The three Reconnect projects delivered creative projects for young people aged 6-15 via a programme of workshops. The funds were spent on tutors, staff costs and delivery costs.

Kent County Council (Build Back Better fund)

The project delivered an affordable film programme to reach new audiences, particularly those disadvantaged by the Covid-19 pandemic. The funds were spent on staff costs and delivery costs.

Kent County Council - Talents and Interests grants

The two Talents and Interests projects delivered creative activities for young people – a Young Makers' Club and digital creative skills and gaming. The funds were spent on staff and room hire costs.

Canterbury City Council Innovation Grant

The grant was used to deliver a Community Digital Lab project, to develop the services available from the charity's digital suite, to help to address the digital skills gap of local disadvantaged young people, and to offer a local service needed by small creative organisations. The funds were spent on staff costs, materials and venue costs.

South East Museum Development – The Wild Escape

The grant was used to deliver a project working with the local museum and schools for children to learn about local marine wildlife and the possible effects of climate change. The project coincided with Earth Day and included workshops and an art installation. The funds were spent on staff costs, artist costs, venue costs and materials.

British Science Association

The grant was used to deliver a project called Antarctica in the Community, to work with children and young people to research the wildlife and biodiversity of the Antarctic and create a community mural. The funds were spent on staff costs, premises costs and materials.

Whitstable Improvement Trust

The project delivered a community art project in Sea Street, Whitstable, including workshops and an exhibition. The funds were spent on artists costs, materials, staff and premises costs.

Art Bank

These were specific donations for the Art Bank (a project providing donated art materials).

Individual donation

A donation to be used for creative workshops.

Unless otherwise stated above, the transfers to unrestricted funds are in respect of a contribution towards premises costs.

DESIGNATED FUNDS**Fixed assets fund**

A fund created by Trustees representing the net book value of the charity's fixed assets at the balance sheet date. Although they are within general funds, the value of the assets cannot be utilised for future expenditure.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

MOVEMENT IN FUNDS - PREVIOUS YEAR

	As at 1 04 2021 £	Income Expenditure £		Transfers £	As at 31 03 2022 £
Restricted funds					
The Henry Smith Charity	7,892	-	(6,892)	(1,000)	-
National Lottery Awards for All	3,380	-	(2,760)	(620)	-
National Lottery Community Fund	-	9,808	(1,024)	(60)	8,724
Art Bank	-	30	-	-	30
Individual Donation	-	450	(330)	-	120
The David Family Foundation	8,338	-	(4,056)	(4,282)	-
KCC (Kent Arts Investment)	-	1,422	(1,020)	-	402
KCC (Reconnect)	-	4,450	(3,260)	(1,000)	190
KCC (Build Back Better fund)	-	4,864	(2,875)	(540)	1,449
Whitstable Improvement Trust	-	2,600	(45)		2,555
Kent Community Foundation	5,250	-	(5,250)		-
Kent Community Foundation	3,571	-	(2,003)	(1,568)	-
Total restricted funds	28,431	23,624	(29,515)	(9,070)	13,470
Designated funds					
Fixed assets fund	8,744	-	-	(1,331)	7,413
Development & Sustainability fund	15,000	-	-	(15,000)	-
Total designated funds	23,744	-	-	(16,331)	7,413
Unrestricted general funds	34,734	153,391	(194,434)	25,401	19,092
Total funds	86,909	177,015	(223,949)	-	39,975

RESTRICTED FUNDS - PREVIOUS YEAR

The Henry Smith Charity

The funds were awarded last year for a Young Digital Makers project, helping young people with digital and creative skills. The project was delayed due to the Covid-19 pandemic but was completed in 2021/22. The transfer to general funds is a contribution towards the premises costs.

National Lottery Awards for All

The grant was used to deliver Silver Screenings Matinees, affordable film screenings for older and other potentially isolated people. The funds were used for staff costs, new equipment, film licence costs and refreshments. The transfer to general funds is in respect of equipment purchased and is included within fixed assets. The project was delayed due to the Covid-19 pandemic but was completed in 2021/22.

The David Family Foundation

The funds contribute towards a programme of in-house curated exhibitions at the Horsebridge Centre. Funds cover staff costs, materials and the use of exhibition space. The project was delayed due to the Covid-19 pandemic but was completed in 2021/22. The transfer to general funds is a contribution towards the premises costs.

Kent Community Foundation - Strategic Recovery Fund

The funds were awarded last year to assist the Horsebridge to adapt its fundraising strategy as a result of the Covid-19 pandemic, in order to run more creative art programmes and become more financially sustainable. The work was completed in 2021/22.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

RESTRICTED FUNDS - PREVIOUS YEAR**Kent Community Foundation - Children, Young People & Families Theme (Young Makers Club)**

The funds were awarded last year to run a Young Makers Club, providing creative after school sessions for children and families. The project was delayed due to the Covid-19 pandemic but was completed in 2021/22. The transfer to general funds is a contribution towards the premises costs.

National Lottery Community fund

The project will deliver a programme of weekly creative courses, workshops and drop-in sessions supported by volunteers and artists, to encourage more people to get involved in community-based creative activities. The funds will be spent on tutors, staff costs and delivery costs, and the project continues into 2022-23.

Kent County Council (Kent Arts Investment fund)

The project provided training and guidance for the charity's staff and Trustees who develop and lead creative and engagement work. The funds were spent on development sessions and associated expenses.

Kent County Council (Reconnect)

The project delivered a digital creative project for young people aged 11-16 via a programme of workshops. The funds were spent on tutors, staff costs and delivery costs. The transfer to general funds is a contribution towards the premises costs.

Kent County Council (Build Back Better fund)

The project delivered an affordable film programme to reach new audiences, particularly those disadvantaged by the Covid-19 pandemic. The funds were spent on staff costs and delivery costs. The transfer to general funds is a contribution towards the premises costs.

Whitstable Improvement Trust

The project was to deliver a community art project in Sea Street, Whitstable, including workshops and an exhibition. The funds are to be spent on artists costs, materials, staff and premises costs.

Art Bank

These were specific donations for the Art Bank (a project providing donated art materials).

Individual donation

A donation to be used for creative workshops.

DESIGNATED FUNDS - PREVIOUS YEAR**Fixed assets fund**

A fund created by Trustees representing the net book value of the charity's fixed assets at the balance sheet date. Although they are within general funds, the value of the assets cannot be utilised for future expenditure.

Development & Sustainability fund

A fund created by the Trustees to cover future losses arising from Covid-19 and to support financial sustainability. This fund utilised additional income received during the Covid pandemic to cover subsequent shortfalls in income as lockdown restrictions were lifted.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

13 MEMBERS LIABILITY

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

14 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.

15 RELATED PARTY TRANSACTIONS

There were no transactions with related parties that require disclosure.

Accounts

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 2022**

HORSEBRIDGE ARTS AND COMMUNITY CENTRE

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HORSEBRIDGE ARTS AND COMMUNITY CENTRE

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2022

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 2022.

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

Trustees

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

Mrs Z A Cloke
Mr J C Nurden
Mr S A Lawton
Mr L H McMahon
Mr T Jackaman (Dec'd 29.10.21)
Mrs A J Memmott
Cllr V A Kenny (appointed 28.7.21)
Mrs M Butler (appointed 13.12.21)

Key management personnel	The trustees Ms Elizabeth Daone - Executive Director Mr Peter Dyer - Finance Manager Mrs H Wenn - Deputy Director
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Independent examiner	S J Wren FCCA Accountancy Matters (Kent) Limited Chartered Certified Accountants The Marlowe Innovation Centre Marlowe Way Ramsgate Kent CT12 6FA
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Bankers	Lloyds Bank Plc 43 Sandgate Road Folkestone Kent CT5 1AF
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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 and 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.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2022**

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

The centre started this financial year still closed due to the pandemic, not opening until mid May and felt the impact of participants and visitors being wary to return to pre-pandemic interaction. This has not slowed the evolution of the centre and the spaces within it to continue to build on the changes started during the pandemic.

Creative Development

The centre re-opened with the large community participatory Build a Rainbow project which set the tone for the volume of community engagement and building projects that were to take place throughout a difficult 'return to normal' year. Physically the building evolved creatively, the new Studio launching in July finally establishing a space where creative participation can occur in a light, airy space complete with a bank of sinks to support a diverse range of activities. Through volunteer support the in-house shop, which works to support the career development of local makers and provide access to larger audiences, was remodelled and now showcases work at a professional level. Our visual art spaces have seen a significant growth in the quality, depth and variety of media being presented and explored alongside with exhibitions throughout the year drawing visitors from across the globe to both exhibit and visit. Partnerships and work with artists have seen the launch of Studio Sessions with a focus on donation only participation to encourage anyone in the community to try a new skill and engage in the arts alongside continued development of existing programmes like the Young Makers which held an engaging summer exhibition. Our aim of arts for all saw the launch of an Art Bank at the centre, an initiative to ensure that access to arts materials is not a barrier to creating and experimenting with arts.

Visual arts

After a non-existent calendar of events in the previous year, this year saw a return to a full programme. A mix of grant funded community project exhibitions, a range of incredible multi-media shows and selling exhibitions meticulously overseen by our Artistic Director ensure we remain true to our Artistic Programme Principle. This mix ensured that thousands of visitors continue to engage in the exhibition spaces and wider education programme. The visual arts programme is now showing a tangible impact on the local economy with both visitors and exhibitors travelling internationally and staying in Whitstable to participate.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2022**

Being embedded in our community and in the environment around us continues to lead our work and specifically our grant funded projects. The Build a Rainbow exhibition was the culmination of an 8 month outreach project that used creativity to help us play our part in combating isolation during the pandemic, with the community created rainbows reflecting the gratitude and impact of Covid-19. Hundreds of rainbows hung silently in the gallery, some with dedications to individuals special to the creators and were a fitting start to a year of recovery. The Young Digital Makers programme ran a summer initiative to support young people aged 8-16 to learn new skills, gain confidence and share their personal experiences of the pandemic through art. All the sessions were fully funded and free with the huge breadth of work created was explored by our visitors in an exhibition in September in our main gallery space.

Our Treasure on the Terrace project created for under 11s and family participation took place over the summer holidays and used our new Studio space to create an undersea adventure that developed a super-sized public art display on our terrace and was open for visitors during the Whitstable Oyster Festival. The themed and theatrical workshops used materials found from beach cleans and donations to create the art display and were supported by activity packs to take away and understand the environmental impacts on our coastline.

The Lino Print exhibition returned in January with over 25 regional, national and international artists, showcasing the diversity and versatility of printmaking as a contemporary art form, by artists pushing the boundaries of relief printing. This exhibition alone brought many new visitors to Whitstable at a economically quiet time for a coastal town and underlined the important role arts play in the local economy. The successful partnership between Ben Dickson and The Horsebridge for two years now sees the exhibition expanding elsewhere in the UK for 2023.

Working to access to the arts for all, we launched Art Bank in October in collaboration with artist Catriona Campbell. The initiative collects unwanted arts and crafts materials and books and offers these on a pay what you can basis to users of the Art Bank. The proceeds from donations and sale of items supports initiatives like Art Bank Live! which provides classes on how to use different materials that have been donated. So far the initiative has been incredibly successful and we hope with funding to expand the Art Bank and extend it beyond the centre in partnership with other community groups.

Throughout the year the gallery spaces supported over 30 exhibitions and showcased the work of hundreds of artists. The breadth of exhibitions from solo work to groups shows featuring a diversity of work, from shows focused on moving image or large scale paintings, to interactive multi-media and sculpture. The growth in the quality and engagement of the exhibitions is underlined from the increased footfall and importantly for selling shows, the increase in sales.

Creative Partnerships

Re-establishing work with partners to deliver high quality artistic work was a vital part of the visual arts programme for the year. The year started with a partnership with artist NaoKo TakaHashi and Resort Studios to bring a participatory project as part of the Estuary Associated programme to Whitstable and Margate, supported using public funding by Arts Council England. 'In the Process of Knitting a Netting' was a site specific spoken word piece designed to be activated by multiple voices of local participants by or on the beach in both Margate and Whitstable at sunset over a series of eight evenings this May and June.

Support from the David Family Foundation enabled multiple partnerships throughout the year. We were able to work with Gateways to the First World War to launch 'Here Dead We Lie' at the centre, an immersive exhibition of beautiful photography and soundscape which explored the landscape and history of the First World War and its commemoration. The exhibition moved on to Passchendaele Memorial Museum in Belgium in 2021-22. The Whitstable School returned with a multi discipline exhibition curated and installed by 6th form students themselves with support from our curation team. We were also able to work with Matt Sands to create a centenary retrospective exhibition showcasing Ben Sands work and provide insights into his early work and practice.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2022**

Working with Reconnect Kent our Young Digital Makers programme delivered a series of creative arts and digital workshops for young people aged 11-16 to help them to reconnect with their hobbies, education and community after the effects of the pandemic. Young people worked with local artists to turn an architects model of The Horsebridge Arts Centre and surrounding buildings into a new interactive art piece. The work was exhibited as part of an interactive exhibition in March 2022.

Professional Development Opportunities

We were able to finally build on the work from 2019 and commission, employ and provide development opportunities for artists and creatives in the region. Grant funded projects such as Treasure on the Terrace and the Young Digital Makers programme have relied on a variety of professionals, including model builders, artists, youth workers and project coordinators.

The launch of Studio Sessions have provided the opportunity for creatives to develop professionally and share their skills and passion for their craft, providing alternative income possibilities in a difficult time. Horsebridge managed selling exhibitions like Lino Print 2, Pop up Print shop and Christmas Makers Market have all provided opportunities for creatives to sell work and introduce them to our audience. This is backed up by the in-house shop year round which, following its significant remodelling, focuses on local makers and provides a gentle introduction to the retail space for new makers.

Events

Film screenings returned with restricted numbers to encourage a return to participation, mid-week matinees continue to be popular with our social screening format. The Covid cautious environment has enabled older isolated members of our community to socialise safely together and was welcomed by those who haven't felt safe to leave their homes. Across 9 screenings we saw numbers increase from 28 to a max of 65 people in our covid restricted space. For the screenings to continue through next year we will need to ensure they are either grant funded or we have to significantly grow numbers attending. As part of our film programme we had the pleasure of hosting a screening of Ahead of the Curve followed by a drop-in workshop. Through work with partners we have also seen theatre based performances return on a small scale to the performance space, before we can scale this work significantly the space and equipment will need considerable investment.

Learning and Participation

It has been the intention of the charity to provide a rounded education programme for a considerable time and this year has seen the grounding of that intent. The launch of Studio Sessions in the new Studio space, initially on a pay what you can donation basis, has grown to a hybrid model that includes paid for sessions and provides a wide variety of craft and art techniques. Over 40 sessions took place with length of sessions varying from one hour to a whole day. As was envisioned the education programme builds on the visual arts taking place in the gallery spaces and the success of this approach was evident with the lino print workshop courses following the Lino Print 2 exhibition. Into the next year we plan to grow this further and build on the variety of creative learning opportunities and work towards the larger plan of including more performance arts sessions and sessions developing use of the digital creative suite.

Our Young Makers after school club compliments our adult learning programme and the programme provides a diverse range of activities for young people to engage in. The Young Makers programme provided over 30 sessions throughout the year ranging from weekly term-time activities to school holiday focused workshop series. Critically the places on the vast majority of these sessions are free or offered at a low cost. A great success story for the centre is to see Young Makers from the start of the project coming back to re-engage over 18 months later and participating in leading sessions with new Young Makers.

Community Spaces

The centre offers an increased range of community spaces that are hired for a broad range of classes, workshops and meetings. Room hire is a competitive market locally, and has demanded that we look to diversify the offer beyond simple rooms for hire. Developing spaces like the digital suite and the new studio will be critical to increasing our room hire over the coming years, and we also have to fill the skills shortfall we face to effectively benefit from the digital suite. Room hire is reliant on small businesses using spaces for classes and workshops and as these have also been impacted by Covid we have not seen the income hoped for in venue hire. This continues to be an area of focus and development for next year.

Communications and Digital Engagement

The natural transition to a more digital focused communication offer during Covid has remained and social media platforms combined with our website and email newsletter have become the primary communication means. The website continues to support modest traffic with around 65,000 page views for the year, social channels combined reach exceeds 150,000, with followers continuing to increase, particularly on Instagram. Use of social media needs to become more sophisticated but restricted staffing levels make this difficult at present, but is something that forms part of the strategy for the centre going forward. Marketing has very little budget and is mainly focused on project work, and expectations of digital reach need to remain realistic until we reach a position to afford a full communication and marketing strategy.

Audience Development

Audience development for the year has been influenced by the impacts of Covid-19 on the community. We have sought opportunities to provide an even more accessible arts space for all, with barriers such as isolation and affordability taking priority, as we have directly seen the impact on the older population and young people. We prioritised enabling the arts centre to be a place to socially engage and immerse in arts experiences without financial barriers to participation, alongside providing a platform for creatives who have been hit hard by the pandemic.

Audience demographic changed compared to previous years with ticketed events showing a higher increase of sales in the local CT1 to CT6 postcodes at 92%, highlighting the trepidation to travel at the start of the year. We have managed to increase the percentage of postcodes captured for events to 79%, but need to look at comprehensive methods to capture demographic information for non-ticketed activities and visitors to exhibition spaces.

Commercial Trading Activities

The Horsebridge Shop continues to be an area of growth for the Centre, both in revenue and in community engagement. A new stock control system put in place before the centre re-opened in May along with the remodelling has seen a near £5,000 income growth on 2019 figures despite being closed for 6 weeks longer. There has been modest investment in Horsebridge commissioned products and expansion of the variety of local artist created merchandise available. To progress further now the shop really needs investment with regards to staff hours to enhance the in-house range of products and commit to taking the shop online.

Volunteers

The Centre is supported by a diverse group of volunteers and we are proud to see the numbers volunteering steadily increasing year on year. Our volunteer pool includes highly-skilled volunteers who dedicate pockets of time to specific tasks which critically support skill gaps in our small staff team; volunteers who regularly support us with customer engagement and support on our front desk; and volunteers who participate in creative sessions and enable initiatives like Art Bank and Handmade Christmas to succeed. Our volunteer team includes individuals with physical disabilities, mental health and learning difficulties. We actively seek to ensure our volunteer community reflects our wider community.

TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2022

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. Balancing the demands of funded projects against the daily operational needs remains difficult, but if we are to continue to grow and develop this will need to be addressed in the 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. As we look to the next year and beyond there will be more changes and demands placed on the team as the offer evolves, but we have every confidence in the team's ability to adapt and remain united in the desire to deliver a flagship arts space for our community.

Strategy and Development

The next two to three years for the organisation will be about continuing to develop the arts opportunities we offer to the district and constantly striving to broaden the audiences we are reaching. To achieve this we need to ensure we have a board and staff team that are fit for purpose, trained appropriately and given sufficient capacity to deliver effectively. We will seek outside support to enable us to critically review our offer and direction and crucially support us in improving the monitoring of the organisation.

The programme for visual arts is well planned and our focus will be on developing the learning programme and building on the knowledge gained this year to leverage the dedicated spaces we have worked hard to establish. We are committed to widen access and to broaden our audience demographic, but this does rely on ensuring we understand how we are reaching groups currently and where we need to build. Fundamentally we will look to ensure we are offering quality arts opportunities that can make a difference to the lives of anyone in our community.

The pandemic showed how well we can work outside of our physical space and re-opening the building highlighted how much time just running the building demands of our staff team. To continue to grow outside our physical space we will need to review staff capacity and increase use of volunteers to enable better deployment of staff. If we are to truly create arts for all, then it is vital that we breakdown the barriers to access and our immediate development goals will focus on the physical, financial and social barriers.

We will continue to drive for high quality and thought-provoking exhibitions in our public gallery spaces and push to tie these further into a cohesive learning programme. We will build on existing cultural and creative partnerships to bring new experiences to the community throughout the centre, pushing beyond the boundaries of the physical space and making more use of the environment we reside in. To achieve this, we need to ensure we have a board and staff team that feel equipped to meet the challenge and have sufficient capacity and training to deliver effectively.

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 2021/22 financial year is as follows:

Total Income	177,015
Total Expenditure	223,949
Net Income	(46,934)
Total funds brought forward	86,909
Reserves stand at	39,975

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2022**

The most significant impact on income this year was the anticipated end of any core financial support from Canterbury City Council accounting for a £30,000 drop in core grant funding. This was exacerbated by the higher than anticipated drop in earned income from venue hire when compared to pre-pandemic levels: in 2019/20 venue hire was at £67,522. Further to this many grant funders were naturally directing grants to support those directly impacted by the pandemic which created a shortfall in the anticipated restricted grants budget. Whilst we had anticipated an income shortfall for the year and created a designated fund to support this, the ongoing impact well beyond our re-opening exceeded this and led to a higher than desired net income deficit.

Whilst analysis of trading activities is not clear cut, both room hire and the shop achieved proportional budget targets for the period the centre was able to open. Review of rental usage enabled the longer-term rental of one small meeting room as office space for a local company towards the end of the year. This helps to stabilise room hire income for next year, particularly with anticipated disruption continuing from Covid-19. The shop, despite facing issues with stock availability, still managed to achieve targets and it is anticipated to continue to be a growth area for the charity.

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 ended last year and funding from CCC now relies on an annual application to a Strategic Grant. We were successful in achieving a £5,000 grant this year and CCC continued to support maintenance of the building for another year in support of the impact the pandemic has had. The board remain acutely aware of the pressures on local council budgets and significantly reduced funds available for the arts and anticipate no change in this for the foreseeable future, particularly as the local council has its own arts venues to support outside of Whitstable.

**Fundraising
Grants**

The team were successful in securing grant funding to support vital community engagement projects alongside a final emergency fund from Arts Council England. Achieving grant funding this year has been particularly difficult and we look to improve the grant pipeline for next year as the impact of the pandemic recedes.

Friends membership

We are incredibly grateful to the Friends who have supported us throughout the pandemic and have continued to renew. The focus for next year will be to return to our challenge of the long-term target of 1% of visitors becoming Friends.

Investment Policy

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

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2022**

Reserves Policy and Going Concern

The reserves policy is 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 reserves policy makes clear the funds of the charity are divided into restricted funds and unrestricted funds in accordance with charity legislation. The charity's reserves are that part of the charity's unrestricted funds that are freely available to spend on any of the charity's purposes.

Our goal is to create free reserves of sufficient funds to cover up to three months operating costs. This will provide for working capital and ensure services can remain fully funded for short periods of time and any cancelled advance hires can be refunded.

As at 31st March 2022, the charity held free reserves of £19,092, along with a designated fixed asset fund of £7,413 and restricted funds of £13,470.

The charity operates with generally predictable levels of unrestricted funds income and steady cash receipts and payments, but with high levels of fixed costs. Unrestricted funds are not reliant on any single source, with the large majority self-generated through hire, sales and donations. The organisation is not reliant on a single funder for more than 20% of its income, with aims to reduce this in future years.

The Trustees also designate a fund equal to the value of fixed assets, and a designated development and sustainability fund to cover the investment required to diversify the charity's income and strengthen its grant portfolio for project delivery. The latter fund has now been expended.

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 2023 which shows a positive balance sheet position; an ongoing programme of fundraising additional income from grants is underway to cover projects and contributions to running costs; 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.

Plans for the Future

The Horsebridge Centre's board and team remain committed to delivering a sustainable arts centre for the district. Financially the focus is on generating sufficient income to cover the high levels of fixed costs, made more complex by the pandemic. We continue to reduce our reliance on inconsistent or neutral generated income streams and diversify further.

Increasing the income from grant funding, both core-cost funding and project based restricted funds, will be critical next year given the impact on reserves this year. Continuing to be innovative in our outreach programmes and the benefits they deliver will be key alongside significantly enhancing the learning opportunities within the Centre across our digital and studio spaces. Building on these and increasing the diversity of the audience we serve will be closely monitored over the next year.

We need to build on the shop and make greater use of the online and digital resources to increase sales. The Horsebridge Centre will continue building on the development strategies for the gallery spaces increasing quality for visitors and broadening the accessibility for exhibitors in these spaces. The exhibitions and programmes planned for 2022 and beyond are developing the mediums explored in the spaces and allowing for enhanced programming to be delivered around them.

Fundamentally we will continue to develop the Centre as a resource to enrich the lives of the local community whilst attracting 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 six and not more than twelve Trustees. 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. A new protocol is in place for recruiting and selecting Trustees and there is the intent next year to grow the board following this process. Potential trustees are invited to meet with the Chair and/or Vice Chair as part of this process.

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. At an AGM the members elect persons to be Trustees to fill the vacancies.

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. We will continue to develop the induction and performance review processes for Trustees 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 our 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 impacts of Covid-19 pandemic measures on grant availability. Work continues on a more formal risk management strategy.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2022**

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 Executive Director has day-to-day responsibility for the provision of services in line with the policies and plans agreed by the Board. The Executive Director, Finance Manager and Deputy Director form the senior management team. The Executive Director and Deputy Director supervise the staff team, which consists of one full-time and nine 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.

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 14 December 2022 by:

Mrs Z A Cloke

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 2022 which are set out on pages 13 to 25.

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
The Marlowe Innovation Centre
Marlowe Way
Ramsgate
Kent CT12 6FA

Date : 15 December 2022

STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds	Restricted funds	Total funds 2022	Total funds 2021
		£	£	£	£
INCOME					
Income from charitable activities	2	78,029	23,144	101,173	188,838
Income from other trading activities	3	43,357	-	43,357	17,505
Donations	4	32,005	480	32,485	102,867
Investment income		-	-	-	9
TOTAL INCOME		153,391	23,624	177,015	309,219
EXPENDITURE					
Costs of raising funds	5	26,315	5,878	32,193	27,233
Charitable activities	5	168,119	23,637	191,756	157,000
TOTAL EXPENDITURE		194,434	29,515	223,949	184,233
NET (EXPENDITURE)/INCOME FOR THE YEAR BEFORE TRANSFERS	6	(41,043)	(5,891)	(46,934)	124,986
Transfers between funds	13	9,070	(9,070)	-	-
NET MOVEMENT IN FUNDS FOR THE YEAR		(31,973)	(14,961)	(46,934)	124,986
Balance as at 1 April 2021		58,478	28,431	86,909	(38,077)
BALANCE AT 31 MARCH 2022		26,505	13,470	39,975	86,909

**BALANCE SHEET
AS AT 31 MARCH 2022**

	Notes	2022 £	2021 £
FIXED ASSETS			
Tangible assets	8	7,413	8,744
Investments	9	-	-
		<u>7,413</u>	<u>8,744</u>
CURRENT ASSETS			
Stock		7,608	5,097
Debtors and prepayments	10	11,909	23,754
Cash at bank and in hand		<u>61,241</u>	<u>102,217</u>
		80,758	131,068
CREDITORS: amounts falling due within one year	11	<u>(48,196)</u>	<u>(52,903)</u>
NET CURRENT LIABILITIES		<u>32,562</u>	<u>78,165</u>
		39,975	86,909
CREDITORS: Amounts falling due after more than one year		-	-
NET ASSETS/(LIABILITIES)	12	<u>39,975</u>	<u>86,909</u>
Represented by:			
FUNDS OF THE CHARITY			
Unrestricted general fund	13	19,092	34,734
Designated funds	13	7,413	23,744
Restricted funds	13	<u>13,470</u>	<u>28,431</u>
TOTAL FUNDS		<u>39,975</u>	<u>86,909</u>

For the financial year ended 31 March 2022 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 14 December 2022.

Mrs Z A Cloke

Mr S A Lawton

Company number - 04727071

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

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 2019) - (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 2023 which shows a positive balance sheet position; an ongoing programme of fundraising additional income from grants is underway to cover projects and contributions to running costs; 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.

b) Income

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.

c) Expenditure

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.

d) 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
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

1 ACCOUNTING POLICIES**e) Stock**

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

f) 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.

g) Pensions

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

h) Significant judgements and estimates

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

2 INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Grants :				
Canterbury City Council	5,000	-	5,000	35,000
Kent County Council	-	10,736	10,736	-
Whitstable Improvement Trust	-	2,600	2,600	-
National Lottery Heritage Fund	-	-	-	4,990
National Lottery Community Fund	-	9,808	9,808	9,304
The Henry Smith Charity	-	-	-	8,000
Colyer-Fergusson Charitable Trust	-	-	-	5,000
Kent Community Foundation	-	-	-	8,821
Arts Council England	25,305	-	25,305	110,000
Fees receivable :				
Venue hire	43,131	-	43,131	7,723
Box office income	1,726	-	1,726	-
In house activities	2,867	-	2,867	-
	<u>78,029</u>	<u>23,144</u>	<u>101,173</u>	<u>188,838</u>

3 INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Rental income	4,399	-	4,399	3,755
Advertising income	-	-	-	2,040
Shop income	29,186	-	29,186	5,067
Café income	-	-	-	4,317
Commission from third party sales	6,553	-	6,553	-
Membership income	1,876	-	1,876	2,210
Sundry income	1,343	-	1,343	116
	<u>43,357</u>	<u>-</u>	<u>43,357</u>	<u>17,505</u>

4 DONATIONS AND GRANTS

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Donations	4,429	480	4,909	1,955
Grants:				
Canterbury City Council	16,000	-	16,000	41,572
Coronavirus Job Retention Scheme	6,576	-	6,576	53,259
Garfield Weston Foundation	5,000	-	5,000	5,000
Thurrock Council (SECCADS)	-	-	-	1,081
	<u>32,005</u>	<u>480.00</u>	<u>32,485</u>	<u>102,867</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

5 TOTAL RESOURCES EXPENDED

	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
Costs of activities for generating funds :				
Shop purchases	16,950	-	16,950	5,661
Wage costs	6,821	-	6,821	6,705
Legal and professional fees	2,099	5,100	7,199	12,287
Publicity	445	778	1,223	2,580
	<u>26,315</u>	<u>5,878</u>	<u>32,193</u>	<u>27,233</u>
Service delivery costs				
Wage costs	74,226	13,438	87,664	78,065
Event and activity costs	4,467	7,742	12,209	1,453
Rates and water	5,217	-	5,217	4,445
Light and heat	11,204	-	11,204	10,021
Repairs and maintenance	8,507	938	9,445	1,046
Cleaning and waste	3,529	-	3,529	2,496
Travelling costs	68	-	68	201
Licences and memberships	983	-	983	1,003
Insurances	1,986	5	1,991	1,822
Support costs				
Wage costs	41,232	-	41,232	37,702
Bad debts	-	-	-	812
Welfare and training	-	-	-	348
Telephone	1,921	-	1,921	2,087
Postage and stationery	338	-	338	287
IT and equipment costs	719	234	953	2,601
Bank and credit card charges	2,959	-	2,959	984
Loan charges and interest	-	-	-	67
Payroll fees	1,032	-	1,032	1,920
Bookkeeping software	259	-	259	259
Legal and professional fees	13	1,280	1,293	13
General expenses	141	-	141	57
Depreciation	3,027	-	3,027	3,442
Loss on disposal of fixed assets	-	-	-	-
Governance costs				
Wage costs	4,581	-	4,581	4,189
Independent Examiner's fee	1,710	-	1,710	1,680
	<u>168,119</u>	<u>23,637</u>	<u>191,756</u>	<u>157,000</u>
	<u>194,434</u>	<u>29,515</u>	<u>223,949</u>	<u>184,233</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

6 NET INCOME	2022	2021
	£	£
This is stated after charging:		
Depreciation	3,027	3,442
Independent Examiner's remuneration	1,710	1,680

7 INFORMATION REGARDING EMPLOYEES	2022	2021
	£	£
Wages and salaries	126,556	121,280
Sub contract labour	7,333	589
Social security costs	6,202	5,428
Pension contributions	4,207	3,364
Employment Allowance	(4,000)	(4,000)
	140,298	126,661

The average monthly head count was 13 staff (2021 - 11 staff).

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

	2022	2021
	Number	Number
Service delivery	5	5
Management and administration	2	2
	7	7

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

No trustees received remuneration or expenses from the charity during the year (2021- £Nil).

The total employee benefits (including employers national insurance) of the key management personnel of the charity were £63,607 (2021 - £57,893)

8 TANGIBLE FIXED ASSETS	Fixtures fittings & equipment £	Total £
Cost		
As at 1 April 2021	47,865	47,865
Additions	1,696	1,696
Disposals	-	-
As at 31 March 2022	49,561	49,561
Depreciation		
As at 1 April 2021	39,121	39,121
Charge for the year	3,027	3,027
Eliminated in disposals	-	-
As at 31 March 2022	42,148	42,148
Net book value		
As at 31 March 2022	7,413	7,413
As at 31 March 2021	8,744	8,744

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

9 INVESTMENTS	2021	2020
	£	£
Cost	-	1

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

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. During the year, the Trustees requested that the company be struck off and the company was dissolved on 29 September 2020.

10 DEBTORS	2022	2021
	£	£
Trade debtors	5,811	8,617
Other debtors	-	-
Prepayments	4,268	2,348
Accrued income	1,830	12,789
	<u>11,909</u>	<u>23,754</u>

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2022	2021
	£	£
Trade creditors	2,411	12,402
Taxation and social security	819	1,423
Other creditors	1,434	542
Accruals	12,353	11,190
Deferred income	31,179	27,346
	<u>48,196</u>	<u>52,903</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

12 ANALYSIS OF NET ASSETS BETWEEN FUND

	General funds £	Designated funds £	Restricted funds £	Total £
Fixed assets	-	7,413	-	7,413
Current assets	67,288	-	13,470	80,758
Current liabilities	(48,196)	-	-	(48,196)
Long term liabilities	-	-	-	-
Net assets as at 31 March 2022	19,092	7,413	13,470	39,975

ANALYSIS OF NET ASSETS BETWEEN FUND - PREVIOUS YEAR

	General funds £	Designated funds £	Restricted funds £	Total £
Fixed assets	-	8,744	-	8,744
Current assets	87,637	15,000	28,431	131,068
Current liabilities	(52,903)	-	-	(52,903)
Long term liabilities	-	-	-	-
Net assets as at 31 March 2021	34,734	23,744	28,431	86,909

13 MOVEMENT IN FUNDS

	As at 1 04 2021 £	Income Expenditure £ £		Transfers £	As at 31 03 2022 £
Restricted funds					
The Henry Smith Charity	7,892	-	(6,892)	(1,000)	-
National Lottery Awards for All	3,380	-	(2,760)	(620)	-
The David Family Foundation	8,338	-	(4,056)	(4,282)	-
Kent Community Foundation	5,250	-	(5,250)	-	-
Kent Community Foundation	3,571	-	(2,003)	(1,568)	-
National Lottery Community Fund	-	9,808	(1,024)	(60)	8,724
KCC (Kent Arts Investment)	-	1,422	(1,020)	-	402
KCC (Reconnect)	-	4,450	(3,260)	(1,000)	190
KCC (Build Back Better fund)	-	4,864	(2,875)	(540)	1,449
Whitstable Improvement Trust	-	2,600	(45)	-	2,555
Art Bank	-	30	-	-	30
Individual donation	-	450	(330)	-	120
Total restricted funds	28,431	23,624	(29,515)	(9,070)	13,470
Designated funds					
Fixed assets fund	8,744	-	-	(1,331)	7,413
Development & Sustainability fund	15,000	-	-	(15,000)	-
Total designated funds	23,744	-	-	(16,331)	7,413
Unrestricted general funds	34,734	153,391	(194,434)	25,401	19,092
Total funds	86,909	177,015	(223,949)	-	39,975

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

RESTRICTED FUNDS**The Henry Smith Charity**

The funds were awarded last year for a Young Digital Makers project, helping young people with digital and creative skills. The project was delayed due to the Covid-19 pandemic but was completed in 2021/22. The transfer to general funds is a contribution towards the premises costs.

National Lottery Awards for All

The grant was used to deliver Silver Screenings Matinees, affordable film screenings for older and other potentially isolated people. The funds were used for staff costs, new equipment, film licence costs and refreshments. The transfer to general funds is in respect of equipment purchased and is included within fixed assets. The project was delayed due to the Covid-19 pandemic but was completed in 2021/22.

The David Family Foundation

The funds contribute towards a programme of in-house curated exhibitions at the Horsebridge Centre. Funds cover staff costs, materials and the use of exhibition space. The project was delayed due to the Covid-19 pandemic but was completed in 2021/22. The transfer to general funds is a contribution towards the premises costs.

Kent Community Foundation - Strategic Recovery Fund

The funds were awarded last year to assist the Horsebridge to adapt its fundraising strategy as a result of the Covid-19 pandemic, in order to run more creative art programmes and become more financially sustainable. The work was completed in 2021/22.

Kent Community Foundation - Children, Young People & Families Theme (Young Makers Club)

The funds were awarded last year to run a Young Makers Club, providing creative after school sessions for children and families. The project was delayed due to the Covid-19 pandemic but was completed in 2021/22. The transfer to general funds is a contribution towards the premises costs.

National Lottery Community fund

The project will deliver a programme of weekly creative courses, workshops and drop-in sessions supported by volunteers and artists, to encourage more people to get involved in community-based creative activities. The funds will be spent on tutors, staff costs and delivery costs, and the project continues into 2022-23.

Kent County Council (Kent Arts Investment fund)

The project provided training and guidance for the charity's staff and Trustees who develop and lead creative and engagement work. The funds were spent on development sessions and associated expenses.

Kent County Council (Reconnect)

The project delivered a digital creative project for young people aged 11-16 via a programme of workshops. The funds were spent on tutors, staff costs and delivery costs. The transfer to general funds is a contribution towards the premises costs.

Kent County Council (Build Back Better fund)

The project delivered an affordable film programme to reach new audiences, particularly those disadvantaged by the Covid-19 pandemic. The funds were spent on staff costs and delivery costs. The transfer to general funds is a contribution towards the premises costs.

Whitstable Improvement Trust

The project was to deliver a community art project in Sea Street, Whitstable, including workshops and an exhibition. The funds are to be spent on artists costs, materials, staff and premises costs.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

RESTRICTED FUNDS - Cont'd

Art Bank

These were specific donations for the Art Bank (a project providing donated art materials).

Individual donation

A donation to be used for creative workshops.

DESIGNATED FUNDS

Fixed assets fund

A fund created by Trustees representing the net book value of the charity's fixed assets at the balance sheet date. Although they are within general funds, the value of the assets cannot be utilised for future expenditure.

Development & Sustainability fund

A fund created by the Trustees to cover future losses arising from Covid-19 and to support financial sustainability. This fund utilised additional income received during the Covid pandemic to cover subsequent shortfalls in income as lockdown restrictions were lifted.

MOVEMENT IN FUNDS - PREVIOUS YEAR

	As at 1 04 2020 £	Income Expenditure £ £		Transfers £	As at 31 03 2021 £
Restricted funds					
The Henry Smith Charity	-	8,000	(108)	-	7,892
National Lottery Awards for All	3,636	-	(35)	(221)	3,380
National Lottery Heritage Fund	(2,179)	4,990	(2,831)	20	-
National Lottery Community Fund	-	9,304	(7,578)	(1,726)	-
Colyer-Fergusson Charitable Trust	-	5,000	(5,000)	-	-
The David Family Foundation	8,338	-	-	-	8,338
SECCADS (Thurrock Council)	-	1,081	(139)	(942)	-
Kent Community Foundation	-	5,250	-	-	5,250
Kent Community Foundation	-	3,571	-	-	3,571
Kent Community Foundation	596	-	(596)	-	-
Total restricted funds	10,391	37,196	(16,287)	(2,869)	28,431
Designated funds					
Fixed assets fund	-	-	-	8,744	8,744
Development & Sustainability fund	-	-	-	15,000	15,000
Total designated funds	-	-	-	23,744	23,744
Unrestricted general funds	(48,468)	272,023	(167,946)	(20,875)	34,734
Total funds	(38,077)	309,219	(184,233)	-	86,909

RESTRICTED FUNDS - PREVIOUS YEAR

The Henry Smith Charity

The funds were awarded for a Young Digital Makers project, helping young people with digital and creative skills. The project was delayed due to the Covid-19 pandemic but is planned to be completed in 2021/22.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

RESTRICTED FUNDS - PREVIOUS YEAR**National Lottery Awards for All**

The grant was used to deliver Silver Screenings Matinees, affordable film screenings for older and other potentially isolated people. The funds were used for staff costs, new equipment, film licence costs and refreshments. The transfer to general funds is in respect of equipment purchased and is included within fixed assets. The project was delayed due to the Covid-19 pandemic but it is planned to be completed in 2021/22.

National Lottery Heritage Lottery Fund

The funds were used to deliver a project entitled Pudding Pan Rock, a rediscovery of local heritage by young people. The project connected local young people with Roman and later history, centred around the 'pudding pans', Roman Samian ware pots found by local fishermen. Funds were used for staff costs, professional fees, materials and running costs. The project was completed in April 2020. A transfer from general funds has been made to cover a small overspend.

National Lottery Community Fund - Coronavirus Community Support Fund

The funds were awarded for the Community Rainbow Project, a creative art activity taking place within the local community to provide support during the Covid-19 pandemic. The funds were spent on staff costs, equipment, materials and running costs. The transfer to unrestricted funds is in respect of fixed assets purchased during the year.

Colyer-Fergusson Charitable Trust

The funds were awarded for a Connect in Isolation project during the Covid-19 pandemic, providing a series of community arts projects. The funds were spent on staff costs.

The David Family Foundation

The funds contribute towards a programme of in-house curated exhibitions at the Horsebridge Centre. Funds cover staff costs, materials and the use of exhibition space. The project was delayed due to the Covid-19 pandemic but is planned to be completed in 2021/22.

SECCADS (Thurrock Council)

The South East Creative, Cultural and Digital Sector (SECCADS) Programme is part funded by the European Regional Development Fund and is a partnership between a group of local authorities led by Thurrock Council. The grant was used to purchase e-commerce and audio-visual equipment to launch an online shop and recording studio. The transfer to unrestricted funds represents a contribution towards fixed assets purchased during the year.

Kent Community Foundation - Strategic Recovery Fund

The funds were awarded to assist the Horsebridge to adapt its fundraising strategy as a result of the Covid-19 pandemic, in order to run more creative art programmes and become more financially sustainable. The work was planned to be completed in 2021/22.

Kent Community Foundation - Children, Young People & Families Theme (Young Makers Club)

The funds were awarded to run a Young Makers Club, providing creative after school sessions for children and families. The project was delayed due to the Covid-19 pandemic but is planned to be completed in 2021/22.

Kent Community Foundation

The funds, from The Kent Community Foundation Crown Charitable Fund were used for a programme of workshops and an exhibition for a group of people with learning disabilities. The project was delivered in partnership with IO Arts, History and Disability.

14 MEMBERS LIABILITY

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

14 MEMBERS LIABILITY

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

15 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.

16 RELATED PARTY TRANSACTIONS

During the year, the charity entered into an agreement with Zoe Cloke for the purchase of artwork to sell at the Centre on a sale or return basis on normal trading terms. During the year goods with a value of £700 were purchased and this amount was unpaid and included in trade creditors at the balance sheet date.

Other than the above, there were no other transactions with related parties that require disclosure.

Accounts

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 2021**

HORSEBRIDGE ARTS AND COMMUNITY CENTRE

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HORSEBRIDGE ARTS AND COMMUNITY CENTRE

TRUSTEES' ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2021

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 2021.

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

Trustees

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

Mrs Z A Cloke
Mr J C Nurden
Mr S A Lawton
Mr L H McMahon
Cllr B P Baker (resigned 26.11.20)
Mr T Jackaman (Dec'd 29.10.21)
Mrs A J Memmott (appointed 26.11.20)
Cllr V A Kenny (appointed 28.7.21)

Key management personnel	The trustees Ms Elizabeth Daone - Executive Director Mr Peter Dyer - Finance Manager Mrs H Wenn - Deputy Director
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Independent examiner	S J Wren FCCA Accountancy Matters (Kent) Limited Chartered Certified Accountants 31 Queen Street Ramsgate Kent CT11 9DZ
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Bankers	Lloyds Bank Plc 43 Sandgate Road Folkestone Kent CT5 1AF
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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 and 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.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2021**

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

Like many other cultural venues this year has been a difficult year with the centre being physically closed to the public for a considerable portion of the year. Despite that there have been encouraging successes and an opportunity to reflect and continue the evolution of the centre spaces.

Creative Development

The Covid-19 pandemic created a need for a different approach to creative development. With the centre physically closed to the general public for all but two months much of our engagement moved online. This Connection In Isolation initiative was led by volunteers during the first lockdown and brought a range of participatory activities that were all part of our re-opening celebration in October. This exhibition along with Post Hope and Build a Rainbow projects showed the strength of community cohesiveness throughout the pandemic. Despite the pandemic the young leaders who proactively led the Young History Makers project funded by Young Roots Heritage Lottery Fund were all able to achieve their Silver Arts Award. These young people aged 12-23 helped to deliver not just workshops and an exhibition, but took part in work placements and training to achieve their Arts Award qualifications. The closures presented an opportunity to reach new audiences in different ways and diversify the way we engage with our community.

Visual arts

The programme of visual arts exhibitions was postponed to 2021 on the whole, with just two in-house curated shows being the only opportunities possible. The 2021 programme led by our Deputy Director certainly looks to reflect the breadth of artistic quality available to us in the district and beyond, giving something to look forward to.

Connection In Isolation started as a series of creative remote activities delivered by volunteers to use our digital media channels to help combat feelings of isolation within the community during the first lockdown. Activities included: 1 Minute Outside, where the community captured a minute of their hour of exercise to share with those confined to their homes; Virtual Young Makers, popular children's after school club released as a series of videos; Creative Challenges, debate and discussion as well as visual arts based challenges; Connecting Creatives, sharing information on creatives we work with and how to access their classes and products online; and Virtual Exhibitions, taking some planned exhibitions online and expanding their remit including our Instagram Community sourced project. The initiative culminated in a showcase multimedia exhibition for the re-opening of the centre showcasing the work and featuring other local organisations from this period, along with the work of individual artists, who developed new work in response to the unprecedented and sudden changes in their lives.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2021**

The Post Hope project was launched in September to be part of the re-opening, and ended up taking us through two lockdowns. The postcards with messages and manifestations of hope filled the gallery windows to engage with the community walking past and were shared on our social media for those confined indoors. During the next closure in November the Build a Rainbow creative community project launched, delivering kits to those isolating to make enough rainbows to take over the gallery space in February 2021. The project worked with local Age UK, SNAAP, care homes, children's groups and more, inspiring the community to create their own rainbows to hang. Ultimately the exhibition had to wait until May 2021, but the demand to participate and share memories and give thanks was incredible.

Before the extended closure from the end of December the Christmas Makers Market took over the centre. The exhibition spaces showcased locally made gifts, accessories, art and cards alongside decorations and cards made by volunteers. As one of the few buildings in the town with space to hold the event safely it was well received by community and creatives alike.

Professional Development Opportunities

We had hoped to continue to build on the work from previous years to commission, employ and provide development opportunities for artists and creatives in the region. Our focus instead was on delivering as much exposure to the artists and creatives we regularly work with and through the Christmas Makers Market we enabled an opportunity for creatives to sell work and introduced new creatives to our audience.

Learning and Participation

As we were unable to host classes in the centre much of the participation this year took place online and through kits delivered to homes. The circumstances created by the pandemic and the anticipated change in need in the community in the next year has accelerated plans to deliver financially accessible arts learning opportunities within the centre. The intention is to utilise the incredible wealth of skill in our local artist and creative community to deliver free or 'pay what you can' learning opportunities alongside an extended paid-for education programme. Artists will have the opportunity to develop further professionally and share their skills and passion for their craft, providing alternative income possibilities in a difficult time.

Community Spaces

The pandemic created an opportunity to review the use of spaces alongside the aim to deliver an even more accessible learning programme. A room for hire, formerly an office space, that wasn't achieving income levels needed was identified as a perfect place for a digital creating space. A successful grant application secured necessary funding and at the end of the year we launched our Creative Digital Hub, a space that will grow to be dedicated to the creation and delivery of digital content. Featuring professional level printing, computing and recording equipment, the suite will allow for a wider range of education opportunities in skills that have a high financial barrier to entry.

Early next year a new learning and creative space, The Studio, will open alongside the existing education space. The Studio will deliver an open plan space with built-in sinks and wet space to significantly increase the diversity of learning opportunities that can take place in the centre. This space will be the cornerstone of our accessible education programme and a creating space with running water has been missing from the centre for years. These two new spaces will complement the existing education, meeting and performance spaces for hire. The studio is being created in the space previously used as a cafe following the termination of our Service Level Agreement with Cafe Revival.

Communications and Digital Engagement

This year saw reliance on all digital channels to reach our audience. Our website remains our primary channel for consistent communications with the wider community, a place to find out what is on and book and is developing as an archive for the work we have carried out. Facebook continues to have higher engagement levels and drives most traffic to the website. Instagram has grown significantly and our content naturally lends itself to this visual medium.

Use of social media needs to become more sophisticated: restricted staffing levels make this difficult at present, but is something that forms part of the strategy for the centre going forward. All printed materials were removed from production this year and we are reflecting on their use going forward, but we are mindful of the breadth of our audience and placing too much reliance on digital only communication.

Audience Development

The centre was only open to the public in October and December for exhibitions and the shop, with a small number of classes running during September. Measuring of visitors was limited to ensuring maximum visitors in the building were not breached rather than volume or demographic measurements. No booked events were run during the period, so no postcode extraction has been possible. As visitors were required to use NHS Track and Trace, asking for more information while trying to encourage visitors was not a priority. The focus was on social re-engagement and ensuring the centre stayed Covid secure.

Audience development for 2021 onwards will be influenced by the impacts of Covid-19 on the community. We will seek opportunities to provide an even more accessible arts space for all, with barriers such as isolation and affordability taking priority, as we have directly seen the impact on the older population and young people. We will enable the arts centre to be a place to socially engage and immerse in arts experiences without financial barriers to participation, alongside providing a platform for creatives who have been hit hard by the pandemic. Events that focus on bringing these two groups together have been successful in the brief opportunities presented in 2020 and growing this connection across the community will be critical going forward.

This year presented many opportunities where we were able to work with other community organisations to reach those most in need. We continue to build upon this and strengthen our outreach by working with groups including Red Zebra, Umbrella Centre and Café and Whitstable Community Museum Group. We look forward to returning to pre-pandemic partnership working with local schools to ensure that the opportunities we offer reach their most disadvantaged pupils, and providing space for the schools creative work to be shown within a professional setting.

Commercial Trading Activities

The Horsebridge Shop continues to be an area of strength for the Centre, both in revenue and in community engagement. Difficulties in stock availability and only being physically open for two months has made growth in this area difficult and postponed plans to take some of the shop content online. The closure of the centre did allow for the planning and redesign of the shop space, which was installed completely by volunteers in May 2021 and was combined with a new stock control and till system to enable significant growth of range to be possible. Continuing to grow the Horsebridge commissioned products, expanding the variety of local artist created merchandise and improving the shopping experience are all underway in 2021.

Volunteers

The Centre is very involved in the community and volunteer support over this 12 month period has been incredible. Throughout the pandemic our dedicated staff team worked closely with all our volunteers enabling a greater depth of support than has been possible before. As we re-open fully again we will be reliant on the team of volunteers to help the staff team keep the centre growing from strength to strength. We wish to thank them for all their support this year and we always welcome more volunteers.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2021**

Workforce

As for most workforces this year, it has been a difficult balance with some team members working tirelessly throughout the pandemic whilst others found themselves frustratingly, but necessarily, furloughed and unable to work. There were adjustments needed by the whole team as new systems were put in place and the centre being allowed to open was uncertain, but the small, dedicated team have risen to the challenge and have supported our visitors in a friendly and efficient manner. As we look to the next year and beyond there will be more changes and demands placed on the team as the offer evolves, but we have every confidence in the team's ability to adapt and remain united in the desire to deliver a flagship arts space for our community.

Strategy and Development

Much of the last year has been spent fighting for the financial survival of the arts centre and ensuring we applied for critical grants to take us, not just through this year, but also acknowledging that significant reserves would be needed for the year to follow at a minimum. The experiences of this year have underlined a desire to engage with meaningful digital delivery alongside existing delivery channels by our audience, whilst being mindful that we do not increase isolation by a reliance on technology only solutions. The period has driven change that would not have been possible while the centre was open to the public and continuing the momentum for improvement alongside the community we serve is a challenge the centre team is relishing. The next 18 months for visual arts is already well planned and our focus will be on developing the learning programme and making the most of the dedicated spaces we have worked hard to establish. We will build on the growth in breadth of audiences we have reached this year and ensure we are offering quality arts opportunities that can make a difference to the lives of our audience.

The pandemic has shown how well we can work outside of our physical space and this is something we will build on over the coming years. Working with care homes has shown how we can take our world into their homes and create meaningful experiences. If we are to truly create arts for all, then it is vital that we breakdown the barriers to access and our immediate development goals will focus on the physical, financial and social barriers.

We will continue to drive for high quality and thought-provoking exhibitions in our public gallery spaces and push to tie these further into a cohesive learning programme. We will build on existing cultural and creative partnerships to bring new experiences to the community throughout the centre, pushing beyond the boundaries of the physical space and making more use of the environment we reside in. To achieve this, we need to ensure we have a board and staff team that feel equipped to meet the challenge and have sufficient capacity and training to deliver effectively.

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 2020/21 financial year is as follows:

Total Income	309,219
Total Expenditure	184,233
Net Income	124,986
Total funds brought forward	(38,077)
Reserves stand at	86,909

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2021**

Review of financial performance against forecasts is complicated for the year due to 80% of income directly attributable to unrestricted grant funding to support the centre being closed for 10 of the 12 months. Grant support, particularly from Arts Council England and Government funding, has made it possible to build up reserves to withstand the anticipated ongoing impact of Covid-19 on our ability to earn income next year. In addition, we were able to secure over £36,000 in restricted funding to continue to deliver and develop our community creative programmes throughout the year and look to continue this next year.

Whilst analysis of trading activities is not clear cut, both room hire and the shop achieved proportional budget targets for the two months the centre was able to open. Review of rental usage enabled the longer-term rental of one small meeting room as office space for a local company towards the end of the year. This helps to stabilise room hire income for next year, particularly with anticipated disruption continuing from Covid-19. The shop, despite facing issues with stock availability, still managed to achieve targets and it is anticipated to continue to be a growth area for the charity.

Principal funding sources

The Horsebridge usually 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. This year funding was principally through Covid support grants.

Canterbury City Council funding

The Improvement Grant and associated agreements was in its last year this year; going forward we will need to seek project based support which cannot be guaranteed. We will continue to operate under the lease for the building for the next 30+ years, but will be exposed to building maintenance costs that have been part of the Improvement Grant agreements. The board remain acutely aware of the pressures on local council budgets and significantly reduced funds available for the arts, particularly as the fallout from funding COVID-19 responses impact local authority budgets for 2021 onwards.

**Fundraising
Grants**

The team were successful in securing grant funding to support vital community engagement projects between lockdowns and also to support crucial changes to the systems and spaces to enable improvements in income streams in the next year. The ability of the team to secure sufficient grant funding to ensure our survival through this difficult year highlights the continued growth in their ability to deliver projects that fit with the needs of our community, particularly the young and older more isolated, and the need for the arts centre in the district. We will continue to look for funding to allow us to continue the community work that has been so successful this year.

Friends membership

We are incredibly grateful to the Friends that, despite our closure, renewed their membership this year. Understandably this area of fundraising, like donations, relies on the centre being open for the vast majority and we shall look forward to growing the membership again in 2021-22.

Investment Policy

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

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2021**

Reserves Policy and Going Concern

The reserves policy is 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 reserves policy makes clear the funds of the charity are divided into restricted funds and unrestricted funds in accordance with charity legislation. The charity's reserves are that part of the charity's unrestricted funds that are freely available to spend on any of the charity's purposes.

Our goal is to create free reserves of sufficient funds to cover up to three months operating costs. This will provide for working capital and to ensure services can remain fully funded for short periods of time and any cancelled advance hires can be refunded.

The charity operates with generally predictable levels of unrestricted funds income and steady cash receipts and payments, but with high levels of fixed costs. Unrestricted funds are not reliant on any single source, with the large majority self-generated through hire, sales and donations. The organisation is not reliant on a single funder for more than 20% of its income, with aims to reduce this in future years.

The Trustees will also designate funds for specific purposes:

- a designated fund equal to the value of fixed assets
- a designated development and sustainability fund, to cover the investment required over the next three years to diversify the charity's income and strengthen its grant portfolio for project delivery

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 2022 which shows a positive balance sheet position; the charity has sufficient reserves to support anticipated net losses for the 2021-22 year; 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.

Plans for the Future

The Horsebridge Centre's board and team remain committed to delivering a sustainable arts centre for the district. With the end of the Improvement Grant, financially the focus is on generating sufficient income to cover the high levels of fixed costs, made more complex by the pandemic. The support from grant funding through this year has enabled key changes to be made to reduce our reliance on inconsistent or neutral generated income streams and diversify further. These changes have also enabled us to plan to increase the breadth of our offer to our community based on the engaging projects we were able to run this year.

Increasing the income from grant funding, both core-cost funding and project based restricted funds, will be critical next year if the Centre is to avoid substantially depleting reserves. Continuing to be innovative in our outreach programmes and the benefits they deliver will be key alongside significantly enhancing the learning opportunities within the Centre across our digital and studio spaces. Building on these and increasing the diversity of the audience we serve will be closely monitored over the next year constraints from the pandemic allowing.

Investment this year in a new system and furniture for the shop will support us in continuing to grow this area of our commercial trading. The Horsebridge Centre will continue building on the development strategies for the gallery spaces increasing quality for visitors and broadening the accessibility for exhibitors in these spaces. The exhibitions and programmes planned for 2021 and beyond are developing the mediums explored in the spaces and allowing for enhanced programming to be delivered around them.

Fundamentally we will continue to develop the Centre as a resource to enrich the lives of the local community whilst attracting 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 six and not more than twelve Trustees. 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. A new protocol is in place for recruiting and selecting Trustees and there is the intent next year to grow the board following this process. Potential trustees are invited to meet with the Chair and/or Vice Chair as part of this process.

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. At an AGM the members elect persons to be Trustees to fill the vacancies.

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. We will continue to develop the induction and performance review processes for Trustees 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 our 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 impacts of Covid-19 pandemic measures on grant availability. Work continues on a more formal risk management strategy.

**TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2021**

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 Executive Director has day-to-day responsibility for the provision of services in line with the policies and plans agreed by the Board. The Executive Director, Finance Manager and Deputy Director form the senior management team. The Executive Director and Deputy Director supervise the staff team, which consists of one full-time and nine 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.

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 13 December 2021 by:

Mrs Z A Cloke

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 2021 which are set out on pages 12 to 23.

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

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

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

- 1 accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- 2 the accounts do not accord with those records; or
- 3 the accounts do not comply with the accounting requirements of section 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 : 14 December 2021

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

	Notes	Unrestricted funds	Restricted funds	Total funds 2021	Total funds 2020
		£	£	£	£
INCOME					
Income from charitable activities	2	152,723	36,115	188,838	188,302
Income from other trading activities	3	17,505	-	17,505	48,710
Donations	4	101,786	1,081	102,867	27,876
Investment income		9	-	9	4
TOTAL INCOME		<u>272,023</u>	<u>37,196</u>	<u>309,219</u>	<u>264,892</u>
EXPENDITURE					
Costs of raising funds	5	26,883	350	27,233	34,745
Charitable activities	5	141,063	15,937	157,000	226,234
TOTAL EXPENDITURE		<u>167,946</u>	<u>16,287</u>	<u>184,233</u>	<u>260,979</u>
NET (EXPENDITURE)/INCOME FOR THE YEAR BEFORE TRANSFERS	6	104,077	20,909	124,986	3,913
Transfers between funds	13	<u>2,869</u>	<u>(2,869)</u>	<u>-</u>	<u>-</u>
NET MOVEMENT IN FUNDS FOR THE YEAR		<u>106,946</u>	<u>18,040</u>	<u>124,986</u>	<u>3,913</u>
Balance as at 1 April 2020		<u>(48,468)</u>	<u>10,391</u>	<u>(38,077)</u>	<u>(41,990)</u>
BALANCE AT 31 MARCH 2021		<u><u>58,478</u></u>	<u><u>28,431</u></u>	<u><u>86,909</u></u>	<u><u>(38,077)</u></u>

BALANCE SHEET
AS AT 31 MARCH 2021

	Notes	2021 £	2020 £
FIXED ASSETS			
Tangible assets	8	8,744	5,142
Investments	9	-	1
		<u>8,744</u>	<u>5,143</u>
CURRENT ASSETS			
Stock		5,097	4,114
Debtors and prepayments	10	23,754	12,509
Cash at bank and in hand		<u>102,217</u>	<u>1,461</u>
		131,068	18,084
CREDITORS: amounts falling due within one year	11	<u>(52,903)</u>	<u>(61,304)</u>
NET CURRENT LIABILITIES		<u>78,165</u>	<u>(43,220)</u>
		86,909	(38,077)
CREDITORS: Amounts falling due after more than one year		-	-
NET ASSETS/(LIABILITIES)	12	<u>86,909</u>	<u>(38,077)</u>
Represented by:			
FUNDS OF THE CHARITY			
Unrestricted general fund	13	34,734	(48,468)
Designated funds	13	23,744	-
Restricted funds	13	<u>28,431</u>	<u>10,391</u>
TOTAL FUNDS		<u>86,909</u>	<u>(38,077)</u>

For the financial year ended 31 March 2021 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 13 December 2021.

Mrs Z A Cloke

Mr S A Lawton

Company number - 04727071

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

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 2019) - (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 2022 which shows a positive balance sheet position; a programme of fundraising additional income from grants has been successful in securing significant sources of grant income for projects and contributions to existing running costs to mitigate the loss of income from temporary Covid-19 related closures in 2020; 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.

b) Income

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.

c) Expenditure

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.

d) 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
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

1 ACCOUNTING POLICIES**e) Stock**

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

f) 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.

g) Pensions

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

h) Significant judgements and estimates

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

2 INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
Grants :				
Canterbury City Council	35,000	-	35,000	46,000
Big Lottery Fund	-	-	-	11,605
National Lottery Awards for All	-	-	-	9,836
National Lottery Heritage Fund	-	4,990	4,990	44,910
National Lottery Community Fund	-	9,304	9,304	-
The Henry Smith Charity	-	8,000	8,000	-
Colyer-Fergusson Charitable Trust	-	5,000	5,000	-
Kent Community Foundation	-	8,821	8,821	3,500
Arts Council England	110,000	-	110,000	-
Fees receivable :				
Venue hire	7,723	-	7,723	67,522
Box office income	-	-	-	3,346
Inhouse activities	-	-	-	1,583
	<u>152,723</u>	<u>36,115</u>	<u>188,838</u>	<u>188,302</u>

3 INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
Rental income	3,755	-	3,755	7,190
Advertising income	2,040	-	2,040	6,130
Shop income	5,067	-	5,067	25,074
Café income	4,317	-	4,317	979
Commission from third party sales	-	-	-	148
Membership income	2,210	-	2,210	3,601
Auction	-	-	-	4,036
Sundry income	116	-	116	1,552
	<u>17,505</u>	<u>-</u>	<u>17,505</u>	<u>48,710</u>

4 DONATIONS AND GRANTS

	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
Donations	1,955	-	1,955	6,126
Grants:				
Canterbury City Council	41,572	-	41,572	-
Coronavirus Job Retention Scheme	53,259	-	53,259	-
Garfield Weston Foundation	5,000	-	5,000	-
Thurrock Council (SECCADS)	-	1,081	1,081	-
Canterbury Arts Council	-	-	-	(150)
David Family Foundation	-	-	-	10,000
The Foyle Foundation	-	-	-	10,000
Cleary Foundation	-	-	-	1,500
WH Smith	-	-	-	200
Whit & Herne Bay Lions	-	-	-	200
	<u>101,786</u>	<u>1,081</u>	<u>102,867</u>	<u>27,876</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

5 TOTAL RESOURCES EXPENDED

	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
Costs of activities for generating funds :				
Shop purchases	5,661	-	5,661	11,463
Wage costs	6,705	-	6,705	7,102
Legal and professional fees	12,287	-	12,287	-
Café closure costs	-	-	-	6,053
Publicity	2,230	350	2,580	10,127
	<u>26,883</u>	<u>350</u>	<u>27,233</u>	<u>34,745</u>
Service delivery costs				
Wage costs	65,707	12,358	78,065	105,608
Event and activity costs	256	1,197	1,453	28,511
Rates and water	4,445	-	4,445	6,418
Light and heat	10,021	-	10,021	14,034
Repairs and maintenance	620	426	1,046	805
Cleaning and waste	2,496	-	2,496	4,746
Travelling costs	35	166	201	789
Licences and memberships	1,003	-	1,003	883
Insurances	1,822	-	1,822	1,623
Support costs				
Wage costs	37,702	-	37,702	40,722
Bad debts	812	-	812	90
Welfare and training	-	348	348	638
Telephone	2,087	-	2,087	2,141
Postage and stationery	74	213	287	923
IT and equipment costs	1,372	1,229	2,601	1,899
Bank and credit card charges	984	-	984	2,385
Loan charges and interest	67	-	67	400
Payroll fees	1,920	-	1,920	792
Bookkeeping software	259	-	259	259
Legal and professional fees	13	-	13	(387)
General expenses	57	-	57	436
Depreciation	3,442	-	3,442	6,375
Loss on disposal of fixed assets	-	-	-	-
Governance costs				
Wage costs	4,189	-	4,189	4,524
Independent Examiner's fee	1,680	-	1,680	1,620
	<u>141,063</u>	<u>15,937</u>	<u>157,000</u>	<u>226,234</u>
	<u>167,946</u>	<u>16,287</u>	<u>184,233</u>	<u>260,979</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

6 NET INCOME	2021	2020
	£	£
This is stated after charging:		
Depreciation	3,442	6,375
Independent Examiner's remuneration	1,680	1,620

7 INFORMATION REGARDING EMPLOYEES	2021	2020
	£	£
Wages and salaries	121,280	142,366
Sub contract labour	589	6,194
Social security costs	5,428	7,444
Pension contributions	3,364	4,952
Employment Allowance	(4,000)	(3,000)
	126,661	157,956

The average monthly head count was 11 staff (2020 - 12 staff).

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

	2021	2020
	Number	Number
Service delivery	5	6
Management and administration	2	2
	7	8

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

No trustees received remuneration or expenses from the charity during the year (2020- £Nil).

The total employee benefits (including employers national insurance) of the key management personnel of the charity were £57,893 (2020 - £62,290)

8 TANGIBLE FIXED ASSETS	Fixtures fittings & equipment £	Total £
Cost		
As at 1 April 2020	40,821	40,821
Additions	7,044	7,044
Disposals	-	-
As at 31 March 2021	47,865	47,865
Depreciation		
As at 1 April 2020	35,679	35,679
Charge for the year	3,442	3,442
Eliminated in disposals	-	-
As at 31 March 2021	39,121	39,121
Net book value		
As at 31 March 2021	8,744	8,744
As at 31 March 2020	5,142	5,142

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

9 INVESTMENTS	2021	2020
	£	£
Cost	-	1

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

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. During the year, the Trustees requested that the company be struck off and the company was dissolved on 29 September 2020.

10 DEBTORS	2021	2020
	£	£
Trade debtors	8,617	4,980
Other debtors	-	-
Prepayments	2,348	6,359
Accrued income	12,789	1,170
	23,754	12,509

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2021	2020
	£	£
Bank overdraft	-	6,726
Trade creditors	12,402	20,349
Taxation and social security	1,423	1,070
Other creditors	542	1,489
Loan - Kent Community Foundation	-	1,467
Accruals	11,190	7,813
Deferred income	27,346	22,390
	52,903	61,304

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

12 ANALYSIS OF NET ASSETS BETWEEN FUND

	General funds £	Designated funds £	Restricted funds £	Total £
Fixed assets	-	8,744	-	8,744
Current assets	87,637	15,000	28,431	131,068
Current liabilities	(52,903)	-	-	(52,903)
Long term liabilities	-	-	-	-
Net assets as at 31 March 2021	34,734	23,744	28,431	86,909

ANALYSIS OF NET ASSETS BETWEEN FUND - PREVIOUS YEAR

	General funds £	Restricted funds £	Total £
Fixed assets	5,142	-	5,142
Investments	1	-	1
Current assets	7,693	10,391	18,084
Current liabilities	(61,304)	-	(61,304)
Long term liabilities	-	-	-
Net assets as at 31 March 2020	(48,468)	10,391	(38,077)

13 MOVEMENT IN FUNDS

	As at 1 04 2020 £	Income Expenditure		Transfers £	As at 31 03 2021 £
		£	£		
Restricted funds					
The Henry Smith Charity	-	8,000	(108)	-	7,892
National Lottery Awards for All	3,636	-	(35)	(221)	3,380
National Lottery Heritage Fund	(2,179)	4,990	(2,831)	20	-
National Lottery Community Fund	-	9,304	(7,578)	(1,726)	-
Colyer-Fergusson Charitable Trust	-	5,000	(5,000)	-	-
The David Family Foundation	8,338	-	-	-	8,338
SECCADS (Thurrock Council)	-	1,081	(139)	(942)	-
Kent Community Foundation	-	5,250	-	-	5,250
Kent Community Foundation	-	3,571	-	-	3,571
Kent Community Foundation	596	-	(596)	-	-
Total restricted funds	10,391	37,196	(16,287)	(2,869)	28,431
Designated funds					
Fixed assets fund	-	-	-	8,744	8,744
Development & Sustainability fund	-	-	-	15,000	15,000
Total designated funds	-	-	-	23,744	23,744
Unrestricted general funds	(48,468)	272,023	(167,946)	(20,875)	34,734
Total funds	(38,077)	309,219	(184,233)	-	86,909

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

RESTRICTED FUNDS**The Henry Smith Charity**

The funds were awarded for a Young Digital Makers project, helping young people with digital and creative skills. The project was delayed due to the Covid-19 pandemic but is planned to be completed in 2021/22.

National Lottery Awards for All

The grant was used to deliver Silver Screenings Matinees, affordable film screenings for older and other potentially isolated people. The funds were used for staff costs, new equipment, film licence costs and refreshments. The transfer to general funds is in respect of equipment purchased and is included within fixed assets. The project was delayed due to the Covid-19 pandemic but it is planned to be completed in 2021/22.

National Lottery Heritage Lottery Fund

The funds were used to deliver a project entitled Pudding Pan Rock, a rediscovery of local heritage by young people. The project connected local young people with Roman and later history, centred around the 'pudding pans', Roman Samian ware pots found by local fishermen. Funds were used for staff costs, professional fees, materials and running costs. The project was completed in April 2020. A transfer from general funds has been made to cover a small overspend.

National Lottery Community Fund - Coronavirus Community Support Fund

The funds were awarded for the Community Rainbow Project, a creative art activity taking place within the local community to provide support during the Covid-19 pandemic. The funds were spent on staff costs, equipment, materials and running costs. The transfer to unrestricted funds is in respect of fixed assets purchased during the year.

Colyer-Fergusson Charitable Trust

The funds were awarded for a Connect in Isolation project during the Covid-19 pandemic, providing a series of community arts projects. The funds were spent on staff costs.

The David Family Foundation

The funds contribute towards a programme of in-house curated exhibitions at the Horsebridge Centre. Funds cover staff costs, materials and the use of exhibition space. The project was delayed due to the Covid-19 pandemic but is planned to be completed in 2021/22.

SECCADS (Thurrock Council)

The South East Creative, Cultural and Digital Sector (SECCADS) Programme is part funded by the European Regional Development Fund and is a partnership between a group of local authorities led by Thurrock Council. The grant was used to purchase e-commerce and audio-visual equipment to launch an online shop and recording studio. The transfer to unrestricted funds represents a contribution towards fixed assets purchased during the year.

Kent Community Foundation - Strategic Recovery Fund

The funds were awarded to assist the Horsebridge to adapt its fundraising strategy as a result of the Covid-19 pandemic, in order to run more creative art programmes and become more financially sustainable. The work was planned to be completed in 2021/22.

Kent Community Foundation - Children, Young People & Families Theme (Young Makers Club)

The funds were awarded to run a Young Makers Club, providing creative after school sessions for children and families. The project was delayed due to the Covid-19 pandemic but is planned to be completed in 2021/22.

Kent Community Foundation

The funds, from The Kent Community Foundation Crown Charitable Fund were used for a programme of workshops and an exhibition for a group of people with learning disabilities. The project was delivered in partnership with IO Arts, History and Disability.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

DESIGNATED FUNDS

Fixed assets fund

A fund created by Trustees representing the net book value of the charity's fixed assets at the balance sheet date. Although they are within general funds, the value of the assets cannot be utilised for future expenditure.

Development & Sustainability fund

A fund created by the Trustees to cover future losses arising from Covid-19 and to support financial sustainability.

MOVEMENT IN FUNDS - PREVIOUS YEAR

	As at 1 04 2019 £	Income Expenditure £ £		Transfers £	As at 31 03 2020 £
Restricted funds					
The Henry Smith Charity	410	-	(406)	(4)	-
The Foyle Foundation	-	10,000	(6,738)	(3,262)	-
National Lottery Awards for All	-	9,836	(3,252)	(2,948)	3,636
National Lottery Heritage Fund	-	44,910	(41,098)	(5,991)	(2,179)
Big Lottery Fund	8,293	11,605	(18,905)	(993)	-
Canterbury Arts Council	-	(150)	-	150	-
The David Family Foundation	-	10,000	(1,047)	(615)	8,338
Handmade Christmas project	-	300	(295)	(5)	-
Whitstable Seaside Guide	-	2,100	(2,101)	1	-
Kent Community Foundation	-	3,500	(2,568)	(336)	596
Total restricted funds	8,703	92,101	(76,410)	(14,003)	10,391
Unrestricted general funds	(50,693)	172,791	(184,569)	14,003	(48,468)
Total funds	(41,990)	264,892	(260,979)	-	(38,077)

RESTRICTED FUNDS - PREVIOUS YEAR

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 Foyle Foundation

The grant was used for They Came from the Deep, a summer creative project for young people. The funds were used for staff costs, workshops, materials and a gallery exhibition. The transfer to general funds is a contribution towards the premises costs.

National Lottery Awards for All

The grant was used to deliver Silver Screenings Matinees, affordable film screenings for older and other potentially isolated people. The funds were used for staff costs, new equipment, film licence costs and refreshments. The transfer to general funds is in respect of equipment purchased and is included within fixed assets.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

RESTRICTED FUNDS - PREVIOUS YEAR**National Lottery Heritage Lottery Fund**

The funds were used to deliver a project entitled Pudding Pan Rock, a rediscovery of local heritage by young people. The project connected local young people with Roman and later history, centred around the 'pudding pans', Roman Samian ware pots found by local fishermen. Funds were used for staff costs, professional fees, materials and running costs. The project was completed in April 2020 and the deficit on the fund was met from an agreed final grant payment from the funder in 2020/21, after the project ended. A transfer to general funds has been made to cover premises and other administration costs of the project.

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. The transfer to general funds is in respect of a contribution towards the premises costs.

Canterbury Arts Council - Think of Me project

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

The David Family Foundation

The funds contributed towards a programme of in-house curated exhibitions at the Horsebridge Centre. Funds covered staff costs, materials and the use of exhibition space. The transfer to general funds represents a contribution towards the charity's premises costs. The project continued in 2020/21.

Handmade Christmas project

The funds, from Whitstable and Herne Bay Lions (£200) and WHSmith (£100), contributed towards the production of handmade Christmas decorations, made by local volunteers, which were sold to the public. Funds covered materials costs.

Whitstable Seaside Guide

The funds, from The Cleary Foundation (£1,500), WHSmith (£100) and Robert Brett and Sons (£500) contributed towards the production of an illustrated guidebook for children, families and anyone interested in learning about the flora and fauna that live on local beaches. Funds were used towards design, printing, production and distribution costs.

Kent Community Foundation

The funds, from The Kent Community Foundation Crown Charitable Fund were used for a programme of workshops and an exhibition for a group of people with learning disabilities. The project was delivered in partnership with IO Arts, History and Disability.

14 MEMBERS LIABILITY

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

15 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.

16 RELATED PARTY TRANSACTIONS

Horsebridge Café Limited, a 100% subsidiary undertaking of the charity, ceased trading on 31 May 2019 and the final statutory accounts were prepared for the period from 1 April 2018 to 31 May 2019. The Trustees have requested that the company be struck off and the company was dissolved on 29 September 2020.