HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

England & Wales · Charity number 1127597

Details

Status	Registered
Legal form	Charitable company
Company number	06685276
Registered	2009-01-19
Register	View on the Charity Commission register

Contact

Address	The Town Hall St. Georges Street Hebden Bridge HX7 7BY
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Website	www.hebdenbridgetownhall.org.uk

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Activities

Objects: A) TO FURTHER OR BENEFIT THE RESIDENTS OF HEBDEN BRIDGE AND THE NEIGHBOURHOOD, WITHOUT DISTINCTION OF SEX, SEXUAL ORIENTATION, RACE OR OF POLITICAL, RELIGIOUS OR OTHER OPINIONS BY ASSOCIATING TOGETHER THE SAID RESIDENTS AND THE LOCAL AUTHORITIES, VOLUNTARY AND OTHER ORGANISATIONS IN A COMMON EFFORT TO ADVANCE EDUCATION AND TO PROVIDE FACILITIES IN THE INTERESTS OF SOCIAL WELFARE FOR RECREATION LEISURE TIME OCCUPATION WITH THE OBJECTIVE OF IMPROVING THE CONDITIONS OF LIFE FOR THE RESIDENTS.B) TO PROMOTE FOR THE BENEFIT OF THE PUBLIC THE URBAN OR RURAL REGENERATION IN AREAS OF SOCIAL AND ECONOMIC DEPRIVATION AND IN PARTICULAR IN HEBDON BRIDGE AND THE NEIGHBOURHOOD BY ALL OR ANY OF THE FOLLOWING MEANS:1) THE PROVISION OF FINANCIAL ASSISTANCE, TECHNICAL ASSISTANCE OR BUSINESS ADVICE OR CONSTANCY IN ORDER TO PROVIDE TRAINING AND EMPLOYMENT OPPORTUNITIES FOR UNEMPLOYED PEOPLE IN CASES OF FINANCIAL OR OTHER CHARITABLE NEED THROUGH HELP: (A) IN SETTING UP THEIR OWN BUSINESS OR (B) TO EXISTING BUSINESSES;2) THE CREATION OF TRAINING AND EMPLOYMENT OPPORTUNITIES BY THE PROVISION OF WORKSPACE, BUILDINGS, AND/OR LAND FOR USE ON FAVOURABLE TERMS.3) THE MAINTENANCE, IMPROVEMENT OR PROVISION OF PUBLIC AMENITIES.4) THE PRESERVATION OF BUILDINGS OR SITES OF HISTORIC OR ARCHITECTURAL IMPORTANCE.5) THE PROVISION OF RECREATIONAL FACILITIES FOR THE PUBLIC AT LARGE AND/OR THOSE WHO BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABLEMENT, FINANCIAL HARDSHIP OR SOCIAL AND ECONOMIC CIRCUMSTANCES HAVE NEED OF SUCH FACILITIES.C) TO PROMOTE FOR THE BENEFIT OF THE PUBLIC SUCH OTHER PURPOSES THAT ARE EXCLUSIVELY CHARITABLE UNDER THE LAWS OF ENGLAND AND WALES AS THE DIRECTORS MAY FROM TIME TO TIME DETERMINE.

Activities: Hebden Bridge Community Association is the development trust for Hebden Bridge and neighboring communities. Its main function is to manage and operate Hebden Bridge Town Hall as a community hub and focal point of community and civic life, following the asset transfer of the building from Calderdale Council in 2010.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty, Arts/culture/heritage/science, Amateur Sport, Environment/conservation/heritage, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity, Recreation, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** LOCAL
- Calderdale

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£444,336	£458,200	-	-
2024-08-31	£462,348	£413,571	-	-
2023-08-31	£529,316	£463,182	£3,439,390	24
2022-08-31	£430,742	£406,470	-	-
2021-08-31	£314,124	£296,142	-	-
2020-08-31	£1,328,649	£374,849	£3,331,001	30

Trustees

Name	Role	Appointed
Alan Gardner		2021-04-10
Janet Inglis Scott		2025-02-27
Paul Christopher Guy		2023-08-10
Sue Barlow		2023-10-26

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HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

England & Wales - Charity number 1127597

Accounts

REGISTERED COMPANY NUMBER: 06685276 (England and Wales)
REGISTERED CHARITY NUMBER: 1127597

REPORT OF THE TRUSTEES AND

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST AUGUST 2025

FOR

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

Cresswells Accountants (UK) Limited
Chartered Accountants
and Statutory Auditors
12 Market Street
Hebden Bridge
West Yorkshire
HX7 6AD

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HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST AUGUST 2025

This has been another incredibly busy year for the Association within the Town Hall and in the wider community.

The story inside the Town Hall is familiar to last year's: we remain fully let; we have maintained our higher levels of co-workers (which blossomed with the availability of a second space in the old building); we have over-performed our room hire expectations; we have had another record year for weddings and parties and the Café trade has been even stronger than last year. We have renovated some high-traffic parts of the building without too much disruption - most of the ground floor toilets have been refurbished, the flooring of the main stairwell has been replaced, and we have renovated the two brew-stations used by our tenants. We have also given the Terrace Room a new floor which provides a better surface to match the events that take place within the room. All of these are upgrades to the building's fittings installed prior to the Town Hall's opening in 2012. We expect to continue this approach as the fixtures and fittings come to the end of their life in the coming years.

Externally to the Town Hall the picture is also similar to the one we described last year. Our Executive Director's and other staff's time has been taken with the continuing developments with Hope Chapel and Staying Well although we have also added the project looking at a Changing Places toilet in Valley Road. There are specific sections giving more details on these in the rest of this report.

It is difficult to appreciate from the outside just how much work goes into delivering the continuing success of the Town Hall, let alone developing new ideas, projects and initiatives. There is often a lag between the workload and having the right staffing level to deliver it which puts added pressure on the existing staff team. The Association is fortunate to have such a hardworking and dedicated staff team who consistently respond positively to those situations, but it is obviously better to get ahead of them if they can be predicted. The summers of 2025 and 2024 before that have strained our Café and Events capacity and we can see that 2026 is likely to be similar, hence why we are again investing in new roles within the events team in particular. The Trustees are grateful to all our staff and fully recognise the incredible contribution made by our volunteers too.

We have also restructured our capacity looking after the building and the tenants and co-workers this year, creating two part time roles where there was previously just one. This has proven to be a wise move and should give us confidence to explore other similar opportunities in the future

We must however continue to look forward and build on our solid and sustainable financial model. We are overdue reviewing our Strategic Plan and our risk management assessment although although we expect to retain a focus on similar priorities: widen our reach with the community outside the Town Hall; create an environment that helps businesses make new connections and thrive; and keep the Town Hall operating successfully and keep focused on our long-term viability. As part of that, and in the face of other priorities we have been distracted from the bigger project for the old building which we have talked about extensively in recent years: this will need to come back to the centre in the coming year.

We are also grateful to our members and the wider community in Hebden Bridge for their continuing support and deep-rooted belief in our long-term success.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST AUGUST 2025

OBJECTIVES AND ACTIVITIES

Our Story

In the autumn of 2012, the Hebden Bridge Community Association (HBCA) opened the doors to a new Town Hall in the heart of our vibrant town. The Town Hall, Hebden Bridge is the first asset-transferred community owned Town Hall and is a symbol of what a community can achieve when it pulls together with a common ambition and vision.

Grade II listed and dating from 1897, the Victorian part of our building originally housed the town's council offices. In 2008 Hebden Bridge Community Association (HBCA) was formed as a charity and company limited by guarantee. Through an innovative asset transfer, the HBCA acquired the council offices from Calderdale Council in April 2010. HBCA's vision was to transform, what was at the time, a barely used building falling into disrepair into a state-of-the-art centre for community and creative enterprise - putting it back at the centre of the town's civic life as The Town Hall.

HBCA went on to raise £3.7m for a major development on the site and the additions built in the 1960s were knocked down to create space for a major new modern extension that would sit alongside and complement the original building. In autumn 2012, a large new contemporary community and business building was opened offering a range of spaces for community, enterprise and recreational use.

Our vision

Innovative, creative, pioneering and enterprising. The Town Hall is the beating heart of Hebden Bridge's rich community, business and democratic life.

Our vision is to make The Town Hall, Hebden Bridge much more than just a building. We want the Town Hall to become known locally and nationally as a shining example of what can be achieved when people come together - united by a belief that people need each other, and that community is important.

What we do

The Town Hall is run by Hebden Bridge Community Association, for the benefit of the community. It is a place to collaborate, create, meet and celebrate. Community is at the heart of what we do and who we are.

Community-owned and managed by the Hebden Bridge Community Association, the Town Hall hosts and supports a diverse range of community activity. More than just a building, we act as a creative connector - making links, creating new partnerships and opening up exciting possibilities.

We're also home to a vibrant hub of knowledge intensive businesses. We work to help them to thrive and collaborate through business support, skills sharing and networking.

We welcome all into our building in the heart of Hebden Bridge where we offer:

- a range of spaces for community activities, meetings, celebrations.
- 34 business units and two business lounges (a co-working / hot-desking facility).
- a friendly, affordable café with riverside terrace.
- special events, festivals and exhibitions.

OBJECTIVES AND ACTIVITIES

Staying Well

Staying Well started in January 2015 as a pilot project in Hebden Bridge and 3 other localities across Calderdale before becoming a Borough-wide initiative from October 2016. Since then, the Association's responsibility has been covering all 4 Upper Calder Valley wards (Calder, Luddendenfoot, Ryburn and Todmorden). It is a universal adult service focussed on engaging vulnerable people with community solutions to reduce demand on more acute health & social care services.

In our report last year we highlighted the new contract for Staying Well services in the Upper Valley. Hebden Bridge Community Association and our Staying Well partners were identified as the Most Suitable Providers for the continuation of the Staying Well work and following the public procurement exercise in summer 2024 the new contract commenced on 1st October 2024 for a minimum of 3 years with the option of two one-year extensions - effectively a 5-year contract. Under this contract we employed Moni Noszkay in January 2025.

We also reported last year on the start of another contract - the Calderdale Community Model of Support which had been driven by the West Yorkshire & Harrogate Cancer Alliance. This is focused on providing personalised support for people living with and beyond cancer with support more locally based in the community. This is not a medical service but seeks to bring all the expertise developed through Staying Well to improve outcomes for local people. This is a 3-year project. Under this contract we employed Claire Sullivan in February 2025.

The Staying Well year has been dominated by ensuring Moni and Claire settle into the team, working alongside the two long-standing Staying Well workers - Helen Doodson and Hayley Conlon. They are directly managed by the Association but remain Calderdale Council staff who have been seconded to us. They receive referrals of clients, undertake 1-1 client work, and refer clients on into existing activities in the Upper Valley which meet the client's specific needs or wishes. They also work with community organisations across the patch to support them and connect them together.

The team has settled really well and driving the work forward across the patch: for Staying Well purposes this is the 4 Council Wards which form the Upper Calder Valley (the wards Todmorden, Calder, Luddendenfoot and Ryburn).

The NHS world is changing and focusing much more on "neighbourhoods" or "localities" through Integrated Neighbourhood Teams (INT) mapped on Primary Care Network lines. Our patch straddles two INT's - covering the Upper Valley and Calder & Ryburn (which confusingly is not the same as the Calder Ward !).

Our Executive Director has been asked to co-chair the core group driving the Upper Valley INT and this role will unfold more during 2025/2026.

Staying Well is a key strand of our Strategic Objective of widening our reach into the community outside the Town Hall.

A home for vibrant community activity

We have had another successful year in terms of room hire, use by the community and in delivering weddings and other special events. In particular, we have delivered a new record number of weddings during 2024/2025.

During 2024/2025 24 groups (2023/2024 24 groups) used spaces in our building for regular weekly activities and public events. Many of these groups have been hiring rooms for several years and are well established in the Town Hall calendar. In addition to the weekly groups, another 16 groups (2023/2024 16 groups) used our spaces for monthly meetings, including a death, dying and bereavement group, a support group for families with disabled children, and a U3A Book group amongst others. Another 100 groups (2023/2024 = 83) used our rooms for ad-hoc events. For example, an Eid Party, COVID Vaccination Clinics, a Jewish girls club from Manchester, the now annual range of student groups for visits and acting as the rehearsal space for Out in the Valley's annual pantomime. We have also developed a range of regular business users in terms of room hirers who come for periodic meetings, away days and the like - Newground, mOm Incubators and Bluefin have featured this year.

OBJECTIVES AND ACTIVITIES

A home for vibrant community activity (cont...)

We are pleased with the diversity of the community groups using the Town Hall and we are delighted to host such a wide range of activities suitable for all ages, stages and interests. There remain a range of activities for everyone from the community. We are also pleased, as ever, and in spite of everything, to have several groups try out new initiatives in the Town Hall. This year we have hosted several theatre companies, some like Heroica giving performances others like Northern Broadsides and Quarantine using our spaces for developing new productions and rehearsals.

Families use our spaces to come together and celebrate important occasions or to remember loved ones. In 2024/2025 we hosted:

- 40+ weddings and civil partnerships - a varied range of large and small ceremonies, some with large receptions, some with just celebratory drinks
- 15+ parties and other celebrations - with a huge range from engagements, birthdays, wedding anniversaries and retirements.

Our building fulfils an important civic function. Hebden Royd Town Council is based at The Town Hall and, along with Erringden, Wadsworth, Blackshaw Head and (much less frequently) Heptonstall Parish Councils, use our spaces regularly for full council and committee meetings.

Festivals and special events

The Town Hall was born with the vision to make it the building into a centre of civic life - the range of special events held here over the years along with the building's role as the hub for many of Hebden Bridge's are testament to the delivery of this vision.

Some of the highlights this year have been the continuing Hebden Bridge Literary & Scientific Society programme of talks, an event called Grow & Graze focussing on local food production, various consultation events including for West Yorkshire Combined Authority and concerning the proposed Calderdale Energy Park, and hosting several events associated with the Riot Women TV programme. We have hosted multiple markets - two of the ever-popular Hebden Bridge WI Rag Markets, our annual Print Fair, Milltown Arts, Open Studios and various makers fairs. We have hosted the Arvon Centre staff team when their recent re-development left them temporarily homeless and once again have hosted Covid vaccination clinics in the Waterfront Hall on various days Sundays to ease the pressure on local NHS surgeries.

We have hosted several pop-up displays in our reception area by local NHS services and other groups to raise awareness and promote participation. These included men's health and screening and Breast Cancer Awareness

Exhibitions

During 2024/2025 we hosted 13 exhibitions each with a special connection to the area and to local people. These included:

- A 60th anniversary of the Pennine Way touring exhibition.
- Grassland Fungi.
- A Community Quilt project.
- Pennine Heritage ran two exhibitions including on the After Alice project.
- Our annual exhibitions by Hebden Bridge Camera Club and the Print Fair.
- Open Studios & Milltown Arts held exhibitions.
- Three local photographers: David Mosley, Sarah and Jenny Stock

Our exhibition programme is designed to both bring a range of people into the building, often for the first time which introduces them to our building and our offer, and it provides interest and engagement for our regulars and visitors to the town.

OBJECTIVES AND ACTIVITIES

The Town Hall Café Limited

The Town Hall Café Limited was incorporated on 2nd February 2016 (Company No. 9981542) as a subsidiary of Hebden Bridge Community Association. This action was taken to ensure the Association continues to meet our charitable objectives and responsibilities. The Café reports accounts as a separate company: 2024/2025 is the tenth year of trading (with 9 full years trading).

There is a detailed agreement setting out the relationship between Hebden Bridge Community Association and the Town Hall Café Limited originally signed off by the respective organisation's Boards in the autumn of 2016 which is updated annually and agreed by the respective Boards.

The Association retains ownership and responsibility for the capital assets of the Café and because of this considers the capital investment needs of the Café on an annual basis. Our goal is to take a proactive approach to capital asset replacement.

The Association and the Café continue to invest in other improvements internally and externally to develop our Café and Catering offer. Once again, we must specifically thank our volunteer Jane and her partner Ian who have done an amazing job in maintaining the external planters in the Courtyard throughout the year: thanks to all.

This has been another good year's trading in the Café and performance has been above our expectations. We are delighted to record that the Café made a £10,854 surplus in the Financial Year 2024/2025 (see Note 9 to the Accounts).

The Memorandum and Articles of Association of the Town Hall Café Limited set out that any profits of the Café shall be applied to either (i) create a general reserve for the continuation and development of the Company, or (ii) to make payments to Hebden Bridge Community Association.

The Café's surplus from 2024/2025 will be donated to the Association.

Supporting local businesses

Over the year we have continued to look for ways to support local businesses to grow and thrive starting with those who are business tenants and co-workers but also looking beyond to the wider local Hebden Bridge economy.

Our building includes offices and business units with high-speed dedicated fibreline. We have a full building with 34 units occupied at the end of 2024/2025.

The recent additions of our second co-working space (which opened in September 2023) and the dedicated-desk offer (which opened in August 2024) continue to be successful, adding to our offer to local businesses.

The dedicated desks were filled in February 2025 well ahead of our expectations.

This enabled us to boost our numbers of co-workers which we had been limiting because of capacity issues. At the end of this Financial Year we had 30 users of either our co-working or co-working+ packages with an additional 5 people taking our mailbox facility.

Our tenant turnover has once again been low during most of the year and once again we end the year with the majority of our business tenants based in the creative and digital industries - in line with our ERDF grant requirements.

Looking ahead we are trying to find a lasting solution for our co-workers who need private spaces for telephone calls and online meetings. We can manage this within the building most of the time but it would be wonderful to be able to create a permanent space for our users.

OBJECTIVES AND ACTIVITIES

Hope Chapel

In spring 2024 the Association was asked to assist Hope Chapel CIO and the Yorkshire Baptist Association (YBA) in the management of Hope Chapel in Hebden Bridge. The Chapel is Grade II listed and built in 1857 and remains a prominent building on the main road through Hebden Bridge opposite the cinema.

This request was formalised from 1st May 2024 on a licence to occupy basis for an initial 5-month term to the end of September 2024 with a long-term goal of taking a long lease of the building

The original intention had been to sign a second longer-term agreement from October 2024 through to the summer of 2025 whilst negotiating the longer lease. That second stage agreement would have given some horizon for our involvement: enabling more effective use of our staffing resources and planning longer term with potential hirers. Sadly, that has not been achieved, and the agreement has continued throughout 2024-2025 on a rolling monthly basis.

At the end of this financial year in summer 2025, it became clear that YBA no longer had an appetite for a long-lease and that the only option available is to explore purchasing the Chapel.

The Association and the Trustees are particularly mindful of one of our charitable objects - "the preservation of buildings or sites of historic or architectural importance" - and have continued to believe that every avenue should be explored to their natural end(s) in order to preserve the building for the benefit of the community.

Our goal has been to establish whether it was feasible to make the Chapel financially viable. The Trustees and staff have responded positively to this challenge and believe that there are ways to make the Chapel financially viable in the medium term, and possibly in the short-term.

Negotiations are continuing.

Our wider role in the community

- During 2024/2025 our Executive Director continued to serve on the Hebden Bridge & Mytholmroyd Town Development Board. This is a regular meeting bringing together Calderdale & Town Councillors, local businesses, and the voluntary and community sector to look at key issues affecting the local area - with a specific focus on the economy. Our Executive Director serves as a community representative.
- Those familiar with Hebden Bridge's recent history will be aware of our flood story arising from the Boxing Day 2015 and February 2020 floods. We are ready to respond again should the need arise. Our Executive Director is a regular attendee at the Hebden Bridge Flood Alleviation Scheme meetings, again as a community representative. We continue to try and clarify our role and improve our ability to respond to near-miss flood events.
- A new development we have been pursuing this year is exploring the possibility of another asset transfer from Calderdale MBC - this time for the toilets on Valley Road. We have a vision to create a Changing Places toilet. People with profound and multiple learning disabilities or with physical disabilities such as spinal injuries, muscular dystrophy and multiple sclerosis often need extra equipment and space to allow them to use the toilets safely and comfortably. These needs are met by Changing Places toilets. Changing Places Toilets enable anyone, regardless of their disability, to go to the shops, attend GP appointments, enjoy community life, socialise and travel. All the things that most of us take for granted every day. The nearest such toilets to Hebden Bridge are in Todmorden or Sowerby Bridge. We have made good progress during 2024/2025 and hope to be able to finalise our plans in 2025/2026.

European Regional Development Fund

In our 2014/2015 report we set out the detailed outputs from our European Regional Development Fund (ERDF) project which was an investment of £1.25 million in the overall capital project of creating the modern extension to the existing Town Hall and invested funds to support the development of enterprise aspects of our development. In 2015/2016 & 2016/2017 we completed "Article 55" returns to ERDF: these were a method of ensuring the sound and efficient use of the EU budget and in particular to avoid grant funding more than is necessary in respect of revenue-generating projects when a loan might have been more appropriate. Those returns showed the Association had maintained delivery aligned to the original plans and within the tolerances of the grant funding requirements. We have not been asked to complete an Article 55 return since, but we continue to monitor and ensure we maintain alignment with the original plans for the life of the project which is up to 20 years.

OBJECTIVES AND ACTIVITIES

Running our building and developing our team

During the year we have continued to work to improve our administrative systems and policies, develop our staff team, support our volunteers, and maintain the building.

We estimate an average daily footfall of 300ppl into the Town Hall, meaning an annual footfall of roughly 90,000. It is a daily challenge to keep the building in a good condition. The Trustees are grateful to our cleaners and caretakers Jo and Alison, our Facilities Co-ordinator James and his replacement Tom (who was previously our cleaner) and our Duty & Event Officers who continue to deliver a clean and well-maintained building for all.

In 2024/2025 we completed the following major refurbishment / repair projects:

- We have completed refurbishments of 4 of the 5 toilets on the ground floor: these get the heaviest use
- We have refurbished two brew stations - primarily used by our tenants and co-workers and some room hirers
- We have replaced the flooring of our main stairwell, and
- We have replaced the carpet tiles in the Terrace Room with a laminate flooring

This is a significant round of refurbishments in areas of heaviest usage by the public, and in renewing the flooring in the Terrace Room we are seeking to improve the quality of this space for it's many uses. We have drawn on our accumulated reserves for these projects.

Day to day responsibility for the Association rests with the Executive Director: Graham Mynott. Over the course of 2024/2025, the Association employed Verity Herrington (Events Manager), Christine Wright (Administrator), Jo Norris (Caretaker) and ellie (Book-keeper) in the same roles. During the year we also employed James Cragg (Facilities & Building Manager) and Tom Lockett (Cleaner), James left our employment, and Tom was recruited as Facilities Manager in his place. James' departure led to a decision to split his previous role, and we have created a new part-time Business Administrator position, employing Sarah Grinsted. We have also recruited Alison Maher as a new part-time Cleaner at the same time to replace Tom following his promotion. The following permanent Café staff were also employed during the year by the Association: Amber Roberts (Catering Manager), Dave Glover, Kelly Western, Naomi Marshall, Sophie Reckless and Alice Pickersgill.

We have continued our broad approach to our duty and events work outside office hours work across evenings and weekends but the increasing number of weddings, receptions and larger parties in our diary is demanding higher and changing staffing levels to ensure we can properly support them and avoid staff burnout. We now have both Ailsa Wilson and Esme Leach as full time Catering & Events Co-ordinators (with Esme starting this role just after the end of our 2024/2025 Financial Year) and continue to employ Sam Doty as Events Co-ordinator.

In addition, we continue to have a regular and changing pool of casual staff who we call upon when necessary to support our work in both the Café and in our Events / Catering team.

Over the course of the year the only contracted employee we have said goodbye to is James Cragg. James has filled a key role for us as Facilities & Building's Manager for just under 4 years. The Trustees wish to express their thanks to James for his service.

This year we've invested in staff training covering First Aid at Work and Food Hygiene amongst others.

The staff team are supported in their work by our fantastic team of volunteers who lead on our reception function, welcoming people into the building. The building wouldn't (and doesn't) function as effectively without them. In August 2025 we had 19 volunteers for reception duty, most of whom have been with us for many years. Most of the volunteers cover a regular weekly shift of two hours. Others prefer to be on standby to cover holidays and time off. The Trustees would like to extend grateful thanks to all our Volunteers for their time and commitment. The Trustees also wanted to specifically thank Jan Scott who continued to offer wonderful support as our Volunteer Co-ordinator.

During this year our financial procedures and the facilities management has continued the annual process of improvement and refinement, and as a board of trustees we work with monthly management accounts to keep on top of financial performance. Our facilities coordinator scrutinises maintenance contacts and building overheads at contract renewal and the staff team work to keep office costs to a minimum.

OBJECTIVES AND ACTIVITIES

Our challenges

We have three main challenges going forward in our core business (leaving aside the potential challenges arising from Hope Chapel, see above).

Firstly, the continuing need to restore the old part of the Town Hall. The fabric of the building still needs much attention, and we want to increase wider public usage. We have struggled to make progress on the next stage of our Project Development Plans this year - this was work funded by the Architectural Heritage Fund a couple of years ago. The staffing capacity we have to pursue that work has been impacted by the commitments involved in managing Hope Chapel, the loss of management accounting capacity in late spring 2024 which were not resolved during 2024/2025 and the additional staff management responsibilities arising from Staying Well and Cancer Support since early 2025. We hope to be able to return to this in 2025/2026.

Secondly: financial sustainability. It's nearly 6 years since we put in place a new sustainable loan agreement with Calderdale MBC which replaced the arrangements we had with Social Investment Business. Our baseline position is much more stable as a result, but there is still the need to manage the building effectively and efficiently to generate sufficient income to maintain and upgrade the Town Hall. In this respect, we also recognise that the building is close to capacity - which means our ability to generate higher levels of income is restricted to raising prices or curtailing expenditure and given the continuing internal and external pressures - such as staff costs and utilities - it is a continual challenge to maintain our financial sustainability.

Our third priority is sustainability in the widest sense. We have spent time and resources in a drive to reduce our carbon emissions, and we are still expecting new challenges to arise in the future with the unique potential impacts on the building arising from the Hebden Bridge flood alleviation scheme which we must consider and prepare for.

What next?

Our last Strategic Plan ran from 2022-2024 and is overdue for a refresh which will be taken forward in 2025-2026. It had 3 strategic objectives: we do not expect these to change much in the revised Strategy:

- Widen our reach with the Community through the continuation and development of the Staying Well; building on the legacy of Hebden Bridge Partnership and our commitments to continue their work; securing our role as a community hub (including our position as an emergency hub for Hebden Bridge); and further developing our membership scheme. We are likely to add a priority within here relating to Hope Chapel in the next iteration.
- Create an environment to enable businesses to thrive here through maintaining the quality of our business unit offer; delivering and maintaining our co-working packages and taking advantage of opportunities to expand the space we make available for this within the building; and continuing to develop our wider relationships with local business groups in the town and across the District.
- Keep the Town Hall operating successfully with a focus on our long-term viability through further developments to enhance the event, catering and room hire offer we make and taking forward the options arising from our AHF funded Project Development work on the old building.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST AUGUST 2025

STRATEGIC REPORT
Reserves policy

The Board of Trustees reviews Hebden Bridge Community Association's reserves policy annually. There are two categories of reserves: the General Fund and Restricted Funds.

General Fund

In considering the level of the General Fund that Hebden Bridge Community Association should aim to hold, a range of factors needs to be considered including the main risks to the organisation. The overall aim is to distribute funds quickly to our charitable activities, whilst maintaining a prudent level of reserves to ensure stability and flexibility. It is assumed that on occasions fluctuations will occur in both income and requirements for funding which cannot be fully anticipated in the planning process. In light of this, the trustees have determined that an appropriate reserves policy for the Hebden Bridge Community Association, is that general unrestricted funds (which have not been designated for specific purposes) should be at least 12 months of expenditure. Whilst this is not currently held as a cash reserve, the management team are confident that it has been achieved by way of the rental income and the grant funding which have already been secured for the coming 12 months.

The Board has also identified 3 areas where funds historically identified as general unrestricted should now be designated for specific purposes and recorded as such in Hebden Bridge Community Association's Accounts:

- In the light of the Boxing Day 2015 and February 2020 floods and our continuing inability to secure insurance cover for our basement contents, the Board has a goal to establish a designated Flood Fund of £45,000. As at 31 August 2025 the balance of this fund was £20,000 (unchanged since 31st August 2024). The Association has not been "out of pocket" in the aftermath of the Boxing Day 2015 or February 2020 floods: this fund has been designated because we cannot be certain that we will be so fortunate in the future.
- The Board has a long-standing commitment to designate a property reserve fund to allow for future replacement costs once the initial depreciation charges arising from the new build tailed off. In addition, as identified elsewhere, the Association continues to identify issues with the fabric of the old and new parts of the Town Hall. As a result of this the Board has a goal to establish a Property Reserve Fund of £101,186 (representing £53,086 for the old Town Hall and £48,100 for the new). As of the 31st August 2025 £30,000 has been allocated (£16,000 for the Old Town Hall & £14,000 for the new): this is unchanged from the position at 31st August 2024.
- Café Fixed Assets - the fixed assets in the Café remain in the ownership of Hebden Bridge Community Association. The Café makes monthly payments (as detailed in the annually updated agreement between Hebden Bridge Community Association and the Town Hall Café Limited). This was originally based on analysis of the cost of all Café-related assets to date. The Association has completed its scheduled year-end exercise of comparing the Fixed Asset charged to the Café against the actual Fixed Asset depreciation. As at 31st August 2025 the cumulative surplus arising for HBCA is £2,810.97. This designated fund was not drawn upon during 2024/2025.

The charity continues to try to identify and exploit opportunities to develop unrestricted funding, with an emphasis on continuing to diversify the income streams Hebden Bridge Community Association accesses through further developing the charity's contracting and commissioning of services and increasing our fundraising income. The aim is for Hebden Bridge Community Association to increase the level of commissioned income, corporate income, individual giving and events income and thereby generate sufficient income to maintain our loan repayments due and enable us to deliver a programme of improvements to the old building over the coming years.

Restricted Funds

Restricted funds are subject to specific conditions imposed by donors. We aim to minimise the levels of restricted funds, but balances arise due to timing differences between receipt of the income and expenditure on the specified purpose.

Most restricted funds have a relatively short timescale for spending, but these timescales don't always fit neatly into our financial years, so are often unspent funds at the Year End. The ERDF restricted fund operates very differently and will remain on our books for some time.

STRATEGIC REPORT

Financial review

Principal funding sources

The Trustees aim to prioritise applications for grants and other funds to supplement the operational income from the running of the Town Hall over the next 12 months.

During this year the Trustees have maintained an investment of £100,000 cash reserve but decided during the year to reinvest the interest this generates to the reserve rather than draw it as a monthly income. As a result, the fund has grown to just over £103,000. This approach will be maintained during 2025/2026.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST AUGUST 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT
Objectives and aims
The charity is controlled by its governing document, a deed of trust, and constitutes a company, limited by guarantee, as defined by the Companies Act 2006. The company was incorporated on 1 September 2008 and received charitable status on 19 January 2009. 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 charity's objects are:

1 To further or benefit the residents of Hebden Bridge and the neighborhood, without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating together the said residents and the local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities in the interests of social welfare for recreation leisure time occupation with the objective of improving the conditions of life for the residents.
2 To promote for the benefit of the public the urban or rural regeneration in areas of social and economic deprivation and in particular in Hebden Bridge and the neighborhood by all or any of the following means:
   - the provision of financial assistance, technical assistance or business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help (a) in setting up their own business or (b) to existing businesses
   - the creation of training and employment opportunities by the provision of workspace, buildings, and / or land for use on favourable terms
   - the maintenance, improvement, or provision of public amenities
   - the preservation of buildings or sites of historic or architectural importance
   - the provision of recreational facilities for the public at large and / or those who by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances have need of such facilities.
   - the protection or conservation of the environment

The Trustees complete an annual exercise to consider whether the objects remain appropriate: no amendments were considered necessary during 2024/2025. The Trustees consider that the Staying Well project's reach across 4 Calderdale wards is within the charity objects.

In the light of discussions at the AGM for the Financial Year 2023/2024 which took place in March 2025 the Trustees have embarked on a review of the Association's Constitution using an experienced firm of charity-specialist lawyers which is expected to complete during 2025/2026, hopefully in time for discussions at the next AGM.

Ensuring our work delivers our aims
Hebden Bridge Community Association's main document providing the framework for our Trustees to review our aims, objectives and progress on a regular basis is our Strategic Plan. This is overdue for a refresh and this will be taken forward in the coming financial year.

Future income and capital needs
We seek to maximize our income from all our revenue streams:

- the hire of our spaces to both community and business users.
- business unit rental and co-workers using our hot-desking facilities.
- grant, trust and contract income along with other fundraising activity.
- profit distribution from The Town Hall Café Limited (which is a subsidiary company that distributes profits back to the Association).

Calderdale Council has continued to be an anchor tenant in the old building. The original 10-year lease agreement was rolled-over and a new lease agreement at a lower price is in effect from November 2023. The lease documentation is not yet signed but the expectation is that the agreement will run for 5 years until the end of 2028.

The resources available to HBCA will always be limited by the number of available business units and hireable spaces and so the charity relies on grants and donations to generate additional funds, for example for capital improvements to the building.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Future income and capital needs (cont...)

Since February 2020, the Charity has managed the new loan commitments with Calderdale MBC as they have fallen due.

The trustees have looked at the requirements of the charity and agreed a reserves policy which seeks to build up general unrestricted funds to a position where they represent twelve months' operational costs. This would enable the charity to continue the current activities for a short term in the event of a significant drop in income (see also under Financial Review, below)

Plans for the future

The Trustees continue to aim to prioritise the application for grants and other funds to supplement the operational income from the Town Hall over the next 12 months.

Public benefit

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the Association's aims and objectives and in planning future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

Recruitment and appointment of new trustees

The directors of the company are also charity trustees of the Association and are elected by the membership of the Association. Trustees normally serve a three-year term and can serve a maximum of two terms before standing down for at least a year. Up to two co-options may be made by the Board at any one time before co-opted Trustees formally join the Board at the next available AGM.

All trustees give their time voluntarily and receive no benefit from the charity. Any expenses reclaimed are set out in note 5 to the accounts. The trustees try to maintain a broad set of skills on the Board and bring a good range of experience to the role.

As can be seen under the Reference and Administrative Details at the start of this report, and as prefaced in our Trustees Report last year, we have welcomed one new Trustees (Jan Scott) during this year. Jan's dates of co-option is provided in the Reference and Administrative Details above and Jan's appointments were confirmed at last year's AGM on the 29th March 2025. At the meeting, we had to say goodbye to two long standing Trustees - Jane Morris and Will Lake - who had reached the end of their 6 year term.

The current Trustees would like to put on record their thanks to Jane and Will who served so ably during their time on the Board - with particular thanks to Jane for acting as Chair or Co-Chair since 2021.

At the forthcoming AGM (scheduled for March 2026) 2 current Trustees will come to the end of their term, but they are eligible to stand again.

The Trustees always welcome speaking to interested parties about joining the Board: we expect to launch a recruitment process around our AGM for the Financial Year which is scheduled for March 2026.

Organisational structure

The board of trustees meets on a regular basis, and 10 board meetings were held in the period 1st September 2024 - 31st August 2025.

The Board can also meet informally from time to time and for training as required: but there were none during 2024/2025.

The Executive Director (who is not a trustee or director of the charity but is the Company Secretary) reports to the Trustees at every meeting providing written reports on progress in all areas of the Charity.

The Trustees continue to receive information regarding the performance of the subsidiary: The Town Hall Café Limited (Company No. 9981542) on a regular basis. The Executive Director is a Director of the Café and one of the Trustees takes an overview (but is not currently a Director of the Café).

The Café has its own Board meetings as well.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST AUGUST 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction and training of new trustees

New trustees receive an induction pack of information, providing the Memorandum and Articles, the latest Financial Statements, Policies and other governance documentation and usually have discussions one-to-one with the Chair and also with the Executive Director. All trustees are pointed to the Charities Commission guidance on the obligations and responsibilities of charity trustees and to Companies House for guidance on the obligations and responsibilities of company directors.

Pay Policy

The board of trustees consider the pay of the Executive Director and staff team annually, considering the nature of the charity, the overall financial position and benchmarking to similar roles in similar organisations where possible. External benchmarking was last conducted during 2021/2022 for some roles in the organisation. A formal written Pay Policy was adopted during 2020/2021.

The Trustees have an aspiration to align our salaries with the Living Wage Foundation's living wage across the staff team.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Board last undertook a risk management assessment in preparing the 2022-2024 Strategic Plan and a refresh is now overdue. This included consideration of the Charity Commission's latest guidance on the subject.

Policies are created and reviewed to ensure that risks are considered and managed, and staff, volunteers and Town Hall users are provided with information on health and safety. Our policy review process is an ongoing priority in 2025/2026.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

06685276 (England and Wales)

Registered Charity number

1127597

Registered office

Hebden Bridge Town Hall
St George's Street
Hebden Bridge
West Yorkshire
HX7 7BY

Trustees

J Morris (resigned 29.3.25)
W Lake (resigned 29.3.25)
A Gardner
R Swindlehurst
R Blackwell
S Barlow
J I Scott (appointed 27.2.25)
P C Guy

Company Secretary

G N Mynott

Auditors

Cresswells Accountants (UK) Limited
Chartered Accountants
and Statutory Auditors
12 Market Street
Hebden Bridge
West Yorkshire
HX7 6AD

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST AUGUST 2025

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Hebden Bridge Community Association Ltd for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Cresswells Accountants (UK) Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 24 March 2026 and signed on the board's behalf by:

S Barlow - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

Opinion

We have audited the financial statements of Hebden Bridge Community Association Ltd (the 'charitable company') for the year ended 31st August 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st August 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures include the following:

- we obtained an understanding of the legal and regulatory frameworks applicable to the Company and the sector in which it operates. We determined the following laws and regulations were most significant: The Companies Act 2006, FRS 102 and Health and Safety Act.
- we obtained an understanding of how the Company is complying with those legal and regulatory frameworks by making inquiries to the management.
- we assessed the susceptibility of the company's financial statements to material misstatement including how fraud might occur. Audit procedures performed by the audit team included:
- identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud.
- understanding how those charged with governance considered and addressed the potential of override of controls or other inappropriate influence over the financial reporting process.
- challenging assumptions and judgements made by management in its significant accounting estimates.
- identifying and testing journal entries.
- assessing the extent of compliance with the relevant laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Cresswells Accountants (UK) Limited
Chartered Accountants
and Statutory Auditors
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
12 Market Street
Hebden Bridge
West Yorkshire
HX7 6AD

Date: 27 March 2026

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST AUGUST 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	12,309	101,460	113,769	154,560
Charitable activities	4				
Income from Businesses		13,059	-	13,059	13,131
Tenants		222,365	-	222,365	198,323
Community		38,041	-	38,041	44,300
Weddings and events		44,829	-	44,829	25,689
Operational		8,091	-	8,091	26,343
Investment income	3	4,182	-	4,182	-
Total		342,876	101,460	444,336	462,346
EXPENDITURE ON					
Charitable activities	5				
Operational		345,679	7,978	353,657	325,631
CMBC - Staying Well		-	-	-	(978)
Regular Servicing		21,962	-	21,962	18,974
Access Grant		-	1,028	1,028	-
Co-Op Funds		-	2,185	2,185	-
Micro Commissioning TI		-	433	433	6,005
Other Restricted		-	1,363	1,363	15,988
Climate Emergency		-	-	-	8,568
40602 - Crucible		-	7,644	7,644	6,720
Staying Well 2		-	66,545	66,545	11,867
Mental Health & Well being		-	1,603	1,603	4,098
Hope		-	-	-	657
40606 - Warm Spaces		-	1,780	1,780	16,038
Total		367,641	90,559	458,200	413,568
NET INCOME/(EXPENDITURE)		(24,765)	10,901	(13,864)	48,778
RECONCILIATION OF FUNDS					
Total funds brought forward		2,292,769	1,195,399	3,488,168	3,439,390
TOTAL FUNDS CARRIED FORWARD		2,268,004	1,206,300	3,474,304	3,488,168

The notes form part of these financial statements

BALANCE SHEET
31ST AUGUST 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
FIXED ASSETS					
Tangible assets	12	2,708,072	988,136	3,696,208	3,725,811
Investments	13	1	-	1	1
		2,708,073	988,136	3,696,209	3,725,812
CURRENT ASSETS					
Debtors	14	57,736	-	57,736	43,178
Cash at bank and in hand		76,671	218,164	294,835	325,728
		134,407	218,164	352,571	368,906
CREDITORS					
Amounts falling due within one year	15	(70,904)	-	(70,904)	(70,835)
NET CURRENT ASSETS		63,503	218,164	281,667	298,071
TOTAL ASSETS LESS CURRENT LIABILITIES		2,771,576	1,206,300	3,977,876	4,023,883
CREDITORS					
Amounts falling due after more than one year	16	(503,572)	-	(503,572)	(535,715)
NET ASSETS		2,268,004	1,206,300	3,474,304	3,488,168

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st August 2025.

The notes form part of these financial statements

continued...

BALANCE SHEET - continued
31ST AUGUST 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
FUNDS	19				
Unrestricted funds:					
General fund				1,806,118	1,827,182
Designated fund				401,886	405,587
Flood fund				20,000	20,000
Property Reserve fund				40,000	40,000
				2,268,004	2,292,769
Restricted funds:					
ERDF				988,136	996,113
Co-Op Funds				-	2,185
Access Grant				-	1,029
Micro-Commissioning Staying Well				250	2,065
Other Restricted				-	1,363
40605 - Staying Well				133,426	136,433
40604 - Active Calderdale				14,866	14,866
40606 - Warm Spaces				3,271	-
Crucible				30,465	38,110
40607 - Mental Health & Wellbeing				1,633	3,235
40615 - Cancer Support				34,253	-
				1,206,300	1,195,399
TOTAL FUNDS				3,474,304	3,488,168

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for
(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each 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 financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

The financial statements were approved by the Board of Trustees and authorised for issue on ..... 24 MARCH 2026 ..... and were signed on its behalf by:

.....
S Barlow - Trustee

The notes form part of these financial statements

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST AUGUST 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	1	44,313	103,859
Interest paid		(12,605)	(12,605)
Net cash provided by operating activities		31,708	91,254
Cash flows from investing activities			
Purchase of tangible fixed assets		(34,640)	(61,298)
Dividends received		4,182	-
Net cash used in investing activities		(30,458)	(61,298)
Cash flows from financing activities			
Loan repayments in year		(32,143)	(17,143)
Net cash used in financing activities		(32,143)	(17,143)
Change in cash and cash equivalents in the reporting period		(30,893)	12,813
Cash and cash equivalents at the beginning of the reporting period		325,728	312,915
Cash and cash equivalents at the end of the reporting period		294,835	325,728

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT FOR THE YEAR ENDED 31ST AUGUST 2025

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 £	2024 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(13,864)	48,778
Adjustments for:		
Depreciation charges	64,243	49,178
Interest paid	12,605	12,605
Dividends received	(4,182)	-
(Increase)/decrease in debtors	(14,558)	13,697
Increase/(decrease) in creditors	69	(20,399)
Net cash provided by operations	44,313	103,859

2. ANALYSIS OF CHANGES IN NET DEBT

	At 1.9.24 £	Cash flow £	At 31.8.25 £
Net cash			
Cash at bank and in hand	325,728	(30,893)	294,835
	325,728	(30,893)	294,835
Debt			
Debts falling due within 1 year	(17,143)	-	(17,143)
Debts falling due after 1 year	(535,715)	32,143	(503,572)
	(552,858)	32,143	(520,715)
Total	(227,130)	1,250	(225,880)

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST AUGUST 2025

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

The charitable company meets the definition of a public benefit entity under FRS 102.

The functional and presentation currency of the charitable company is considered to be pound sterling (£) because that is the currency of the primary economic environment in with the company operates. the financial statements have been prepared using round pounds only.

Preparation of consolidated financial statements
The financial statements contain information about Hebden Bridge Community Association Ltd as an individual company and do not contain consolidated financial information as the parent of a group. The charity is exempt under Section 399(2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Income is the amount derived from the provision of goods / service, and stated after trade discounts, other sales taxes and net of VAT.

Donations and grants are recognised when the charitable company has been notified in writing of both the amount and settlement date. In the event that a donation or grant is subject to conditions that require a level of performance before the charitable company is entitled to the funds, the income is allocated to a separate restricted fund and recognised as those conditions are met.

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Long leasehold	- over the term of the lease
Fixtures and fittings	- 25% on cost
Computer equipment	- 25% on cost

Tangible fixed assets are initially recorded at cost.

Each year the trustees undertaken a review of the useful economic life of each asset and make changes to the depreciation charge as a result of this review when necessary.

continued...

1. ACCOUNTING POLICIES - continued

Taxation
The charity is exempt from corporation tax on its charitable activities.

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

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Investments in subsidiary undertakings
Investments in subsidiary undertakings are initially recorded at costs with consideration taken for any diminution in value with is expected to be permanent.

2. DONATIONS AND LEGACIES

	2025	2024
	£	£
Donations	2,510	4,751
Grants	101,463	139,109
Dividends from subsidiary	9,796	10,700
	113,769	154,560

Grants received, included in the above, are as follows:

	2025	2024
	£	£
CMBC - Staying Well	-	17,747
Micro-Commissioning Staying Well	(2,226)	-
Other Restricted	-	9,870
Climate Emergency	-	1,383
Warm Spaces	-	16,037
Staying Well 2	69,436	94,234
Mental Health & Wellbeing	-	7,333
Cancer Support	34,253	-
Other grants	-	(7,495)
	101,463	139,109

3. INVESTMENT INCOME

	2025	2024
	£	£
Interest receivable on deposits	4,182	-

continued...

4. INCOME FROM CHARITABLE ACTIVITIES

	Tenants	Business	Community	Weddings and events
	£	£	£	£
Rental income & room hire	209,225	13,060	38,041	44,829
Recharge of facilities	13,139	-	-	-
Other income	-	-	-	-
	222,364	13,060	38,041	44,829

	Operational	Refurbish	2025	2024
	£	£	£	£
Rental income & room hire	-	-	305,155	277,026
Recharge of facilities	-	-	13,139	14,118
Other income	8,091	-	8,091	16,642
	8,091	-	326,385	307,786

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Grant funding of activities (see note 6)	Support costs (see note 7)	Totals
	£	£	£	£
Operational	333,431	-	20,226	353,657
Regular Servicing	21,962	-	-	21,962
Access Grant	1,028	-	-	1,028
Co-Op Funds	2,185	-	-	2,185
Micro Commissioning TI	433	-	-	433
Other Restricted	1,363	-	-	1,363
40602 - Crucible	4,644	3,000	-	7,644
Staying Well 2	66,545	-	-	66,545
Mental Health & Well being	353	1,250	-	1,603
40606 - Warm Spaces	-	1,780	-	1,780
	431,944	6,030	20,226	458,200

6. GRANTS PAYABLE

	2025	2024
	£	£
Operational	-	2,563
Micro Commissioning TI	-	6,005
40602 - Crucible	3,000	3,000
Mental Health & Well being	1,250	1,117
40606 - Warm Spaces	1,780	-
	6,030	12,685

The total grants paid to institutions during the year was as follows:

	2025	2024
	£	£
Mental Health & Wellbeing	-	9,685
Warm Spaces	1,780	-
	1,780	9,685

continued...

7. SUPPORT COSTS

	Finance	Governance costs	Totals
	£	£	£
Operational	12,605	7,621	20,226

Support costs, included in the above, are as follows:

Finance

	2025 Operational	2024 Total activities
	£	£
Interest payable on loan from Calderdale MBC	12,605	12,605

Governance costs

	2025 Operational	2024 Total activities
	£	£
Auditors' remuneration	3,368	3,000
Accountancy & bookkeeping fees	2,773	5,502
Legal fees	1,480	2,939
	7,621	11,441

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2025	2024
	£	£
Auditors' remuneration	3,368	3,000
Depreciation - owned assets	64,243	49,179

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st August 2025 nor for the year ended 31st August 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31st August 2025 nor for the year ended 31st August 2024.

10. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	210,617	156,682
Social security costs	7,844	8,117
Other pension costs	9,102	7,620
	227,563	172,419

continued...

10. STAFF COSTS - continued

The average monthly number of employees during the year was as follows:

	2025	2024
Catering	14	12
Cleaning	2	2
Administration	11	11
	27	25

No employees received emoluments in excess of £60,000.

The Remuneration of the executive director (who is neither a board member or trustee) was £38,886 (2024: £37,486).

Staff costs of £140,244 (2024: £124,079) were incurred in respect of the subsidiary undertaking and as such these costs have been transferred to the subsidiary undertaking.

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	15,449	139,111	154,560
Charitable activities			
Income from Businesses	13,131	-	13,131
Tenants	198,323	-	198,323
Community	44,300	-	44,300
Weddings and events	25,689	-	25,689
Operational	26,343	-	26,343
Total	323,235	139,111	462,346
EXPENDITURE ON			
Charitable activities			
Operational	315,769	9,862	325,631
CMBC - Staying Well	-	(978)	(978)
Regular Servicing	18,974	-	18,974
Micro Commissioning TI	-	6,005	6,005
Other Restricted	-	15,988	15,988
Climate Emergency	-	8,568	8,568
40602 - Crucible	-	6,720	6,720
Staying Well 2	-	11,867	11,867
Mental Health & Well being	-	4,098	4,098
Hope	658	(1)	657
40606 - Warm Spaces	-	16,038	16,038
Total	335,401	78,167	413,568
NET INCOME/(EXPENDITURE)	(12,166)	60,944	48,778
RECONCILIATION OF FUNDS			
Total funds brought forward	2,304,934	1,134,456	3,439,390
TOTAL FUNDS CARRIED FORWARD	2,292,768	1,195,400	3,488,168

continued...

12. TANGIBLE FIXED ASSETS

	Long leasehold £	Fixtures and fittings £	Computer equipment £	Totals £
COST				
At 1st September 2024	4,061,626	218,184	72,136	4,351,946
Additions	27,392	3,219	4,029	34,640
At 31st August 2025	4,089,018	221,403	76,165	4,386,586
DEPRECIATION				
At 1st September 2024	406,792	152,155	67,188	626,135
Charge for year	41,515	20,091	2,637	64,243
At 31st August 2025	448,307	172,246	69,825	690,378
NET BOOK VALUE				
At 31st August 2025	3,640,711	49,157	6,340	3,696,208
At 31st August 2024	3,654,834	66,029	4,948	3,725,811

13. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
MARKET VALUE	
At 1st September 2024 and 31st August 2025	1
NET BOOK VALUE	
At 31st August 2025	1
At 31st August 2024	1

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies include the following:

The Town Hall Café Limited
Registered office: Hebden Bridge, Town Hall, St George Street, Hebden Bridge, HX7 7BY
Nature of business: Café

Class of share:	% holding
Ordinary	100

	2025 £	2024 £
Aggregate capital and reserves	16,930	15,872
Profit for the year	10,854	9,796

continued...

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade debtors	23,432	18,916
Amounts owed by group undertakings	21,578	7,354
Other debtors	-	45
Prepayments and accrued income	12,726	16,863
	57,736	43,178

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Other loans (see note 17)	17,143	17,143
Trade creditors	7,655	4,084
Social security and other taxes	7,176	4,457
VAT	13,707	14,473
Other creditors	2,194	5,992
Accruals and deferred income	23,029	24,686
	70,904	70,835

16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2025	2024
	£	£
Other loans (see note 17)	503,572	535,715

17. LOANS

An analysis of the maturity of loans is given below:

	2025	2024
	£	£
Amounts falling due within one year on demand:		
Calderdale MBC loan	17,143	17,143
Amounts falling between one and two years:		
Calderdale MBC loan	17,143	17,143
Amounts falling due between two and five years:		
Calderdale MBC loan	15,000	15,000
Calderdale MBC loan	51,429	51,429
	66,429	66,429
Amounts falling due in more than five years:		
Repayable by instalments:		
Calderdale MBC loan	-	15,000
Calderdale MBC loan	420,000	437,143
	420,000	452,143

continued...

18. SECURED DEBTS

The following secured debts are included within creditors:

	2025	2024
	£	£
Calderdale MBC loans	520,715	552,858

Other loans are secured by way of a charge over the leasehold hebden bridge council offices (title number WYK932446) and a fixed and floating charge over all property or undertaking of the company.

19. MOVEMENT IN FUNDS

	At 1.9.24	Net movement in funds	Transfers between funds	At 31.8.25
	£	£	£	£
Unrestricted funds				
General fund	1,827,182	(21,064)	-	1,806,118
Designated fund	405,587	(3,701)	-	401,886
Flood fund	20,000	-	-	20,000
Property Reserve fund	40,000	-	-	40,000
	2,292,769	(24,765)	-	2,268,004
Restricted funds				
ERDF	996,114	(7,978)	-	988,136
CMBC - Staying Well	845	-	(845)	-
Co-Op Funds	2,185	(2,185)	-	-
Access Grant	1,029	(1,029)	-	-
Micro-Commissioning Staying Well	2,065	(2,660)	845	250
Other Restricted	1,363	(1,363)	-	-
40605 - Staying Well	135,587	2,890	(5,051)	133,426
40604 - Active Calderdale	14,866	-	-	14,866
40606 - Warm Spaces	-	(1,780)	5,051	3,271
Crucible	38,110	(7,645)	-	30,465
40607 - Mental Health & Wellbeing	3,235	(1,602)	-	1,633
40615 - Cancer Support	-	34,253	-	34,253
	1,195,399	10,901	-	1,206,300
TOTAL FUNDS	3,488,168	(13,864)	-	3,474,304

continued...

19. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	342,876	(363,940)	(21,064)
Designated fund	-	(3,701)	(3,701)
	342,876	(367,641)	(24,765)
Restricted funds			
ERDF	-	(7,978)	(7,978)
Co-Op Funds	-	(2,185)	(2,185)
Access Grant	-	(1,029)	(1,029)
Micro-Commissioning Staying Well	(2,227)	(433)	(2,660)
Other Restricted	-	(1,363)	(1,363)
40605 - Staying Well	69,435	(66,545)	2,890
40606 - Warm Spaces	-	(1,780)	(1,780)
Crucible	-	(7,645)	(7,645)
40607 - Mental Health & Wellbeing	-	(1,602)	(1,602)
40615 - Cancer Support	34,253	-	34,253
	101,461	(90,560)	10,901
TOTAL FUNDS	444,337	(458,201)	(13,864)

Comparatives for movement in funds

	At 1.9.23 £	Net movement in funds £	Transfers between funds £	At 31.8.24 £
Unrestricted funds				
General fund	1,832,141	10,041	(15,000)	1,827,182
Designated fund	427,793	(22,206)	-	405,587
Flood fund	15,000	-	5,000	20,000
Property Reserve fund	30,000	-	10,000	40,000
	2,304,934	(12,165)	-	2,292,769
Restricted funds				
ERDF	1,004,091	(7,978)	-	996,113
CMBC - Staying Well	(12,785)	18,725	(5,940)	-
Co-Op Funds	2,204	(19)	-	2,185
Access Grant	1,045	(16)	-	1,029
Micro-Commissioning Staying Well	8,070	(6,005)	-	2,065
Active Calderdale	1,849	(1,849)	-	-
Other Restricted	10,746	(9,383)	-	1,363
40603 - Climate Emergency	8,568	(8,568)	-	-
40605 - Staying Well	48,125	82,368	5,940	136,433
40604 - Active Calderdale	14,866	-	-	14,866
40606 - Warm Spaces	2,847	(2,847)	-	-
Crucible	44,830	(6,720)	-	38,110
40607 - Mental Health & Wellbeing	-	3,235	-	3,235
	1,134,456	60,943	-	1,195,399
TOTAL FUNDS	3,439,390	48,778	-	3,488,168

continued...

19. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	323,235	(313,194)	10,041
Designated fund	-	(22,206)	(22,206)
	323,235	(335,400)	(12,165)
Restricted funds			
ERDF	-	(7,978)	(7,978)
CMBC - Staying Well	17,747	978	18,725
Co-Op Funds	-	(19)	(19)
Access Grant	-	(16)	(16)
Micro-Commissioning Staying Well	-	(6,005)	(6,005)
Active Calderdale	-	(1,849)	(1,849)
Other Restricted	6,605	(15,988)	(9,383)
40603 - Climate Emergency	-	(8,568)	(8,568)
40605 - Staying Well	94,234	(11,866)	82,368
40606 - Warm Spaces	13,191	(16,038)	(2,847)
Crucible	-	(6,720)	(6,720)
40607 - Mental Health & Wellbeing	7,333	(4,098)	3,235
	139,110	(78,167)	60,943
TOTAL FUNDS	462,345	(413,567)	48,778

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.9.23 £	Net movement in funds £	Transfers between funds £	At 31.8.25 £
Unrestricted funds				
General fund	1,832,141	(11,023)	(15,000)	1,806,118
Designated fund	427,793	(25,907)	-	401,886
Flood fund	15,000	-	5,000	20,000
Property Reserve fund	30,000	-	10,000	40,000
	2,304,934	(36,930)	-	2,268,004
Restricted funds				
ERDF	1,004,091	(15,956)	-	988,135
CMBC - Staying Well	(12,785)	18,725	(6,785)	(845)
Co-Op Funds	2,204	(2,204)	-	-
Access Grant	1,045	(1,045)	-	-
Micro-Commissioning Staying Well	8,070	(8,665)	845	250
Active Calderdale	1,849	(1,849)	-	-
Other Restricted	10,746	(10,746)	-	-
40603 - Climate Emergency	8,568	(8,568)	-	-
40605 - Staying Well	48,125	85,258	889	134,272
40604 - Active Calderdale	14,866	-	-	14,866
40606 - Warm Spaces	2,847	(4,627)	5,051	3,271
Crucible	44,830	(14,365)	-	30,465
40607 - Mental Health & Wellbeing	-	1,633	-	1,633
40615 - Cancer Support	-	34,253	-	34,253
	1,134,456	71,844	-	1,206,300
TOTAL FUNDS	3,439,390	34,914	-	3,474,304

continued...

19. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	666,111	(677,134)	(11,023)
Designated fund	-	(25,907)	(25,907)
	666,111	(703,041)	(36,930)
Restricted funds			
ERDF	-	(15,956)	(15,956)
CMBC - Staying Well	17,747	978	18,725
Co-Op Funds	-	(2,204)	(2,204)
Access Grant	-	(1,045)	(1,045)
Micro-Commissioning Staying Well	(2,227)	(6,438)	(8,665)
Active Calderdale	-	(1,849)	(1,849)
Other Restricted	6,605	(17,351)	(10,746)
40603 - Climate Emergency	-	(8,568)	(8,568)
40605 - Staying Well	163,669	(78,411)	85,258
40606 - Warm Spaces	13,191	(17,818)	(4,627)
Crucible	-	(14,365)	(14,365)
40607 - Mental Health & Wellbeing	7,334	(5,701)	1,633
40615 - Cancer Support	34,253	-	34,253
	240,572	(168,728)	71,844
TOTAL FUNDS	906,683	(871,769)	34,914

Designated fund
In 2010 the leasehold building known as Hebden Bridge Town Hall was gifted to the charity by CMBC the value of the gift in 2010 was £450,000.

Flood Fund
This fund has been designated to ensure that the association can met any uninsured costs incurred by future floods.

Property Reserve
This fund has been designated to allow for future replacement costs to buildings, plant equipment and fixtures.

ERDF
Is represented by grants received in order to aid the building of the extension to the town hall.

CMBC Staying Well
The Staying Well scheme was set up to ensure older people and people with dementia have somewhere to go to socialise and interact with others. The grants given are for the administration of this scheme within Hebden Bridge.

continued...

20. RELATED PARTY DISCLOSURES

The charitable company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

There were no other related party transactions for the year ended 31 August 2025.

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST AUGUST 2025

	2025 £	2024 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	2,510	4,751
Grants	101,463	139,109
Dividends from subsidiary	9,796	10,700
	113,769	154,560
Investment income		
Interest receivable on deposits	4,182	-
Charitable activities		
General	313,246	295,965
Other income	13,139	11,821
	326,385	307,786
Total incoming resources	444,336	462,346
EXPENDITURE		
Charitable activities		
Wages	210,617	156,682
Social security	7,844	8,117
Pensions	9,102	7,620
Rates and water	10,711	8,627
Insurance	15,508	15,228
Light and heat	48,022	60,376
Telephone	5,927	5,029
Postage and stationery	2,063	1,613
Advertising	3,379	10,471
Sundries	1,051	143
Repairs & maintenance	15,741	24,025
Cleaning	9,624	10,966
Computer repairs & maintenance	18,871	17,383
Licences	1,450	1,076
Room hire	301	-
Subscriptions	2,138	1,729
Employee & volunteer expenses	1,290	1,386
Employee training	1,474	2,079
Bad debts	1,137	(137)
Bank & paypal charges	1,451	3,223
Contribution towards operational costs	-	(1)
Long leasehold	41,515	33,117
fixtures and fittings	20,091	4,323
Computer equipment	2,637	3,762
Grants to institutions	6,030	12,685
	437,974	389,522
Support costs		
Finance		
Interest payable on loan from Calderdale MBC	12,605	12,605

DETAILED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31ST AUGUST 2025

	2025 £	2024 £
Finance		
Governance costs		
Auditors' remuneration	3,368	3,000
Accountancy & bookkeeping fees	2,773	5,502
Legal fees	1,480	2,939
	7,621	11,441
Total resources expended	458,200	413,568
Net (expenditure)/income	(13,864)	48,778

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

England & Wales - Charity number 1127597

Accounts

REGISTERED COMPANY NUMBER: 06685276 (England and Wales)
REGISTERED CHARITY NUMBER: 1127597

REPORT OF THE TRUSTEES AND

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST AUGUST 2024

FOR

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

Cresswells Accountants (UK) Limited
Chartered Accountants
and Statutory Auditors
12 Market Street
Hebden Bridge
West Yorkshire
HX7 6AD

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

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FOR THE YEAR ENDED 31ST AUGUST 2024

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HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST AUGUST 2024

This has been another incredibly busy year for the Association within the Town Hall and also in the wider community. Indeed, it's probably the first year when matters external to the Town Hall have dominated those inside when we consider developments like Hope Chapel and Staying Well.

Inside the Town Hall we remain fully let, our co-worker numbers have blossomed with the new space available in the old building, we have again over-performed our room hire expectations and we have had another bumper year for weddings and parties and the Café trade has been very strong. We have made good progress in ensuring that the financial impacts of the withdrawal of Calderdale MBC from 3 of the 5 spaces they have previously leased from us have been minimised, and we have renovated 4 of the 5 spaces to create much better working environments. We have invested heavily in energy-efficiency measures across the Town Hall with LED lighting and solar panel upgrades and whilst these haven't seen dramatic falls in usage (and our utility costs are still very high) we are pleased with the progress made.

Externally to the Town Hall two major projects have dominated our Director's and other staff's time: Hope Chapel and Staying Well. There are specific sections giving more details on these in the rest of this report but here we wanted to focus on the longer-term implications.

The Association has been successful in ensuring the Town Hall is well utilised by tenants, co-workers and room hirers but we are at or close to capacity in all of these areas and demand continues. We have often wondered about the what-if scenario of managing a second building and how that could be managed and integrated as a development for the Association and Hope Chapel opens that as a possibility. The energy is all directed towards establishing how that might work financially and to ensure that risks to our core functions are appropriately managed. We do hope to be able to report on exciting developments later in 2024/2025.

Staying Well has been part of the Association for 10 years but always with a relatively small financial turnover making it challenging to allocate the staffing resources appropriately. The financial effect of the new contracts detailed in the rest of this report and their duration mean that the Association will need to adjust the staffing balances and priorities as the contracts progress. In that regard 2024/2025 is a key year to resolve these.

We have been distracted from the bigger project for the old building which we have talked about extensively in recent years: this will come back to the centre in the coming year.

Lastly, we must however continue to look forward and build on our solid and sustainable financial model. This is the right time to review our Strategic Plan for 2025 although we expect to retain a focus on similar priorities: Widen our reach with the Community outside the Town Hall; Create an environment that helps Businesses make new connections and thrive; and Keep the Town Hall operating successfully and keep focused on our long-term viability. Finally, we want to offer our thanks to all our hardworking team of staff and volunteers.

We are also grateful to our members and the wider community in Hebden Bridge for their continuing support and deep-rooted belief in our long-term success.

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST AUGUST 2024

OBJECTIVES AND ACTIVITIES

Our Story

In the autumn of 2012, the Hebden Bridge Community Association (HBCA) opened the doors to a new Town Hall in the heart of our vibrant town. The Town Hall, Hebden Bridge is the first asset-transferred community owned Town Hall and is a symbol of what a community can achieve when it pulls together with a common ambition and vision.

Grade II listed and dating from 1897, the Victorian part of our building originally housed the town's council offices. In 2008 the HBCA was formed as a charity and company limited by guarantee. Through an innovative asset transfer, the HBCA acquired the council offices from Calderdale Council. HBCA's vision was to transform, what was at the time, a barely used building falling into disrepair into a state-of-the-art centre for community and creative enterprise - putting it back at the centre of the town's civic life as The Town Hall.

HBCA went on to raise £3.7m for a major development on the site and the additions built in the 1960s were knocked down to create space for a major new modern extension that would sit alongside and complement the original building. In autumn 2012, a large new contemporary community and business building was opened offering a range of spaces for community, enterprise and recreational use.

Our vision

Innovative, creative, pioneering and enterprising. The Town Hall is the beating heart of Hebden Bridge's rich community, business and democratic life.

Our vision is to make The Town Hall, Hebden Bridge much more than just a building. We want the Town Hall to become known locally and nationally as a shining example of what can be achieved when people come together - united by a belief that people need each other, and that community is important.

What we do

The Town Hall is run by the HBCA, for the benefit of the community. It is a place to collaborate, create, meet and celebrate.

Community is at the heart of what we do and who we are. Community-owned and managed by the HBCA, the Town Hall hosts and supports a diverse range of community activity. More than just a building, we act as a creative connector - making links, creating new partnerships and opening up exciting possibilities.

We're also home to a vibrant hub of knowledge intensive businesses. We work to help them to thrive and collaborate through business support, skills sharing and networking.

We welcome all into our building in the heart of Hebden Bridge where we offer:

- a range of spaces for community activities, meetings, celebrations.
- 34 business units and two business lounges (a co-working / hot-desking facility).
- a friendly, affordable café with riverside terrace.
- special events, festivals and exhibitions.

OBJECTIVES AND ACTIVITIES

Staying Well

Staying Well started in January 2015 as a pilot project in Hebden Bridge and 3 other localities across Calderdale before becoming a Borough-wide initiative from October 2016. Since then, the Association's responsibility has been covering all 4 Upper Calder Valley wards (Calder, Luddendenfoot, Ryburn and Todmorden). It is a universal adult service focussed on engaging vulnerable people with community solutions to reduce demand on more acute health & social care services.

There has been a developing strategic initiative across Calderdale focussed on integrating health and wellbeing for adults which we referenced in last year's report. This has encompassed Staying Well, and several different services funded by Calderdale MBC and others which focus on this field of work. In 2023/2024 this work has concluded, and we are pleased to report the outcomes here. Hebden Bridge Community Association and our Staying Well partners were identified as the Most Suitable Providers for the continuation of the Staying Well work. There has been a public procurement exercise and in summer 2024 it was confirmed that we would be awarded a contract for a minimum of 3 years with the options for two one-year extensions - effectively a 5-year contract. The contract commenced on 1st October 2024.

In addition, 2023/204 also saw the conclusion of another long project development process - the Calderdale Community Model of Support which has been driven by the West Yorkshire & Harrogate Cancer Alliance. This is focused on providing personalised support for people living with and beyond cancer with support more locally based in the community. This is not a medical service but seeks to bring all the expertise developed through Staying Well to improve outcomes for local people. This is a 3 year project.

These two developments bring additional financial resources and will lead to the employment of new staff are a significant step for the Association.

To deliver Staying Well, Hebden Bridge Community Association directly manages 2 Calderdale Council staff who have been seconded to us: Helen Doodson and Hayley Conlon. They receive referrals of clients, undertake 1-1 client work, and refer clients on into existing activities in the Upper Valley which meet the client's specific needs or wishes. They also work with community organisations across the patch to support them and connect them together.

We have now recruited a new Project Co-ordinator (Moni Noszkay) and a new Personalised Cancer Support worker (Claire Sullivan) - both came into post in early 2025.

As we look ahead the Integrated Neighbourhood Team (INT) approach is being rolled out across the region through the Primary Care Networks - we will continue to engage with this and expect to play a significant role in the Upper Valley's INT in the future.

Staying Well is a key strand of our Strategic Objective of widening our reach into the community outside the Town Hall.

A home for vibrant community activity

We have had another successful year in terms of room hire, use by the community and in delivering weddings and other special events. In particular, we have delivered a new record number of weddings during 2023/2024.

During 2023/2024 24 groups (2022/2023 23 groups) used spaces in our building for regular weekly activities and public events. Many of these groups have been hiring rooms for several years and are well established in the Town Hall calendar. In addition to the weekly groups, another 16 groups (2022/2023 5 groups) used our spaces for monthly meetings, including a Diabetes prevention course, a new drop in for legal advice provided by a solicitor. Another 83 groups (2022/2023 = 122) used our rooms for ad-hoc events. For example, the National Trust hired the Waterfront Hall to hold a training day for volunteers, a local charity shop held a board games day open to the public to test their donated games and we have hosted several student groups for visits. We have also developed a range of regular business users in terms of room hirers who come for periodic meetings, away days and the like - Newground, Age Partnership, Bluefin and Barnardo's amongst others.

OBJECTIVES AND ACTIVITIES

We are pleased with the diversity of the community groups using the Town Hall and we are delighted to host such a wide range of activities suitable for all ages, stages and interests. There remain a range of activities for everyone from the community. We are also pleased, as ever, and in spite of everything, to have several groups try out new initiatives in the Town Hall. This year we have accommodated a new performance-based initiative who have been rehearsing for their 2025 national tour.

A home for vibrant community activity (cont...)

It is vital that we continue to offer support to a wider range of community activity: acting as a broker; making relevant introductions between voluntary groups, individuals and businesses and helping them to share information and skills; supporting groups to develop and grow; and creating an environment where new collaborations can develop and grow.

Families use our spaces to come together and celebrate important occasions or to remember loved ones. In 2023/24 we hosted:

- 22 weddings and civil partnerships - a varied range of large and small ceremonies, some with large receptions, some with just celebratory drinks.
- 12 parties and other celebrations - with a huge range from baby showers, children's parties, celebrations of significant birthdays, wedding anniversaries and retirements.

Our building fulfils an important civic function. Hebden Royd Town Council is based at The Town Hall and, along with Erringden, Wadsworth, Blackshaw Head and (much less frequently) Heptonstall Parish Councils, use our spaces regularly for full council and committee meetings.

Festivals and special events

The Town Hall was born with the vision to make it the building into a centre of civic life – the range of special events held here over the years along with the building's role as the hub for many of Hebden Bridge's are testament to the delivery of this vision.

Some of the highlights this year have been Steampunk Weekend; a Simon and Garfunkel Tribute band; theatrical and musical productions from Heroica Theatre; we have hosted multiple markets - two of the ever popular Hebden Bridge WI Rag Markets, our annual Print Fair, Milltown Arts, Open Studios and various Christmas Fairs. We have provided a room for a local high school to hold exams in and we have hosted Covid vaccination clinics in the Waterfront Hall on Sundays to ease the pressure on local NHS surgeries.

We have hosted several pop-up displays in our reception area by local groups to raise awareness and promote participation. These include Shared Lives, and Breast Cancer Awareness.

Exhibitions

During 2023/2024 we hosted 13 exhibitions each with a special connection to the area and to local people. These included:

- Hebden Bridge Little Theatre celebrated their centenary with an exhibition of photos of productions, actors, behind the scenes staff and activities. It was very interesting and well received.
- Pennine Heritage ran an exhibition on the After Alice project and we also hosted a Heptonstall Museum / Coiners Exhibition.
- Our annual exhibitions by Hebden Bridge Camera Club and the Print Fair.
- Milltown Arts held two exhibitions.
- Sand In Your Eye.
- Various local artists: Christopher Foster, Rachel Elwell and Jess Kidd.

Our exhibition programme is designed to both bring a range of people into the building, often for the first time which introduces them to our building and our offer, and it provides interest and engagement for our regulars and visitors to the town.

OBJECTIVES AND ACTIVITIES

The Town Hall Café Limited

The Town Hall Café Limited was incorporated on 2nd February 2016 (Company No. 9981542) as a subsidiary of Hebden Bridge Community Association. This action was taken to ensure the Association continues to meet our charitable objectives and responsibilities. The Café reports accounts as a separate company: 2023/2024 is the ninth year of trading (with 8 full years trading).

There is a detailed agreement setting out the relationship between Hebden Bridge Community Association and the Town Hall Café Limited originally signed off by the respective organisation's Boards in the autumn of 2016 which is updated annually and agreed by the respective Boards.

The Association retains ownership and responsibility for the capital assets of the Café and because of this considers the capital investment needs of the Café on an annual basis. Our goal is to take a proactive approach to capital asset replacement.

The Association and the Café continue to invest in other improvements internally and externally in order to develop our Café and Catering offer. Once again we must specifically thank our volunteer Jane and her partner Ian who have done an amazing job in maintaining them throughout the year: thanks to all.

This has been a good year's trading in the Café and performance has been above our expectations. We are delighted to record that the Café made a £9,796 surplus in the 2023/2024 (see Note 9 to the Accounts).

The Memorandum and Articles of Association of the Town Hall Café Limited set out that any profits of the Café shall be applied to either (i) create a general reserve for the continuation and development of the Company, or (ii) to make payments to Hebden Bridge Community Association.

The Café's surplus from 2023/2024 will be donated to the Association.

Supporting local businesses

Over the year we have continued to look for ways to support local businesses to grow and thrive starting with those who are business tenants and co-workers but also looking beyond to the wider local Hebden Bridge economy.

Our building includes offices and business units with high-speed dedicated fibreline. We invested in a significant upgrade to our firewall systems during the year in order to improve the security of connectivity for our building users. We have a full building with 34 units occupied at the end of 2023/2024.

In last year's report we noted that a second co-working space opened in September 2023. This is based in one of the rooms in the old building formerly occupied by Calderdale MBC. This enabled us to significantly boost our numbers of co-workers which we had been limiting because of capacity issues. Our Budget expectation was to achieve 35 users by the end of the Financial Year, a number we achieved comfortably.

At the end of this financial year, we were delighted to be able to open a new dedicated-desk offer in another of the rooms formerly occupied by Calderdale MBC (this was for former Town Clerk's office). This is a business offer mid-way - both in terms of both pricing and the offer - between a tenant and a co-worker and enables 4 people to share the room with higher levels of inclusive access to our hireable rooms for private matter and lockable facilities in the room. Our Budget expectation is to completely fill this by the end of the Financial Year 2024/2025.

Our tenant turnover has once again been low during most of the year and once again we end the year with the majority of our business tenants based in the creative and digital industries - in line with our ERDF grant requirements.

OBJECTIVES AND ACTIVITIES

Hope Chapel

In spring 2024 the Association were asked to assist Hope Chapel CIO and the Yorkshire Baptist Association in the management of Hope Chapel in Hebden Bridge. The Chapel is Grade II listed and built in 1857 and remains a prominent building on the main road. This request was formalised from 1st May 2024 on a licence to occupy basis for an initial 5-month term to the end of September 2024.

This agreement came at the end of a complicated period of change for Hope Chapel CIO over the previous year. There had been a marketing exercise in spring 2023 looking to sell the building, the Church stopped meeting in summer 2023 and responsibility for the building then passed to the Yorkshire Baptist Association. An agreement had been reached with The Bridge at Hope Chapel CIC, which had been created to take on responsibility for the Chapel from October 2023, but by spring 2024 the challenges of managing the building and making it financially sustainable meant that agreement was coming to an end.

The Association's goal was to establish whether it was feasible to make the Chapel financially viable and if so to find the way to an agreement to manage the Chapel on a long-lease basis.

The Trustees and staff have responded positively to the challenge and believe that there are ways to make the Chapel financially viable. The licence to occupy is being rolled forward on a monthly basis and draft Heads of Terms are being negotiated. There is much to do, and it is of course possible that a way forward cannot be agreed, but the Trustees are particularly mindful of one of our charitable objects - the preservation of buildings or sites of historic or architectural importance and believe that every avenue should be explored to see if a resolution can be found.

The Trustees are grateful to Hebden Royd Town Council who have provided financial support through a community grant to enable the Association to secure some detailed legal advice.

Our wider role in the community

- During 2023/2024 our Executive Director continued to serve on the Hebden Bridge & Mytholmroyd Town Development Board. This is a regular meeting bringing together Calderdale & Town Councillors, local businesses, and the voluntary and community sector to look at key issues affecting the local area with a specific focus on the economy. Our Executive Director serves as a community representative.
- Those familiar with Hebden Bridge's recent history will be aware of our flood story arising from the Boxing Day 2015 and February 2020 floods. We are ready to respond again should the need arise. Our Executive Director is a regular attendee at the Hebden Bridge Flood Alleviation Scheme meetings, again as a community representative. We continue to try and clarify our role and improve our ability to respond to near-miss flood events and in this regard are grateful to a Calderdale MBC Ward Forum grant which has enabled us to purchase a walkie-talkie to facilitate improved communications during near-flood events.

European Regional Development Fund

In our 2014/2015 report we set out the detailed outputs from our European Regional Development Fund (ERDF) project which was an investment of £1.25 million in the overall capital project of creating the modern extension to the existing Town Hall and invested funds to support the development of enterprise aspects of our development. In 2015/2016 & 2016/2017 we completed "Article 55" returns to ERDF: these were a method of ensuring the sound and efficient use of the EU budget and in particular to avoid grant funding more than is necessary in respect of revenue-generating projects when a loan might have been more appropriate. Those returns showed the Association had maintained delivery aligned to the original plans and within the tolerances of the grant funding requirements. We have not been asked to complete an Article 55 return since, but we continue to monitor and ensure we maintain alignment with the original plans for the life of the project which is up to 20 years.

Running our building and developing our team

During the year we have continued to work to improve our administrative systems and policies, develop our staff team, support our volunteers, and maintain the building.

We estimate an average daily footfall of 300ppl into the Town Hall, meaning an annual footfall of roughly 90,000. It is a daily challenge to keep the building in a good condition. The Trustees are grateful to our cleaner and caretaker Tom & Jo, our Facilities Co-ordinator James, and our Duty & Event Officers who continue to deliver a clean and well-maintained building for all to enjoy.

OBJECTIVES AND ACTIVITIES
Running our building and developing our team (cont..)

In 2023/2024 we completed the following major refurbishment / repair projects:

- We have completely upgraded all the lighting in the Town Hall to LED fittings and we also upgraded the solar photovoltaic cells on the roof to more efficient models than those initially installed. We are grateful to the Community Foundation for Calderdale for the funds we received from them for this project: we have also invested in these from our accumulated reserves. Our intention is to reduce the overall carbon footprint of the Town Hall - adding to the replacement of the solar thermal tubes last year.
- We have completed the necessary repairs to a further stretch of the coping stones around the new building - we are nearly at the end of this mammoth repair programme.
- We also completed the refurbishment of the former Town Clerk's office in the old building which became vacant in the summer of 2023 when Hebden Royd Town Council moved downstairs in the old building. The most exciting element of this was uncovering, and restoring, the original parquet flooring in the room which had been carpeted over at some point.
- This year we have added some new round tables to our room hire equipment - this means we have almost reached the end of our wholesale replacement of the tables originally purchased for the building.
- Finally, we have upgraded the intruder alarm systems for the building.

Day to day responsibility for the Association rests with the Executive Director: Graham Mynott. Over the course of 2023/2024, the Association employed Verity Herrington (Events Manager), James Cragg (Facilities & Building Manager), Jo Norris (Caretaker); Christine Wright (Administrator), Tom Lockett (Cleaner) and Ellie (Book-keeper).

The following permanent Café staff were also employed during the year by the Association: Amber Roberts (Catering Manager), Dave Glover, Kelly Western and Naomi Marshall.

We have continued our broad approach to our duty and events work covering work outside office hours work, evenings, and weekends but we have adjusted during this year to ensure we can properly support the increasing number of weddings, receptions and larger parties in our diary. We have now added new roles to provide specific support to our key events-related staff (Verity and Amber) – Sam Doty is now employed as Events Co-ordinator and at the end of the year we engaged Ailsa Wilson as Catering & Events Co-ordinator.

In addition, we continue to have a regular and changing pool of casual staff who we call upon when necessary to support our work in both the Café and in our Events / Duty team.

Over the course of the year, we have said goodbye to several staff: Rebekah Cathcart, Arron Adams and Sian Fawcett in the Café and Corrin Adams and Rick Hill in our Events & Duty team. It is important to recognise the role of Rebekah who has been one of our joint Catering Managers with Amber since 2017 and prior to that deputised in the Café to our previous Café Supervisor – indeed Rebekah has been employed by the Association since 2014 and was an employee for almost exactly 10 years. The Trustees wish to express their thanks to Rebekah for her exceptional service.

This year we've invested in staff training covering First Aid at Work and Food Hygiene amongst others.

The staff team are supported in their work by our fantastic team of volunteers who lead on our reception function, welcoming people into the building. The building wouldn't (and doesn't) function as effectively without them. In September 2023 we had 19 volunteers for reception duty. We have maintained this number over the year. Most of the volunteers cover a regular weekly shift of two hours. Others prefer to be on standby to cover holidays and time off.

The Trustees would like to extend grateful thanks to all our Volunteers for their time and commitment. The Trustees also wanted to specifically thank Jan Scott who continued to offer wonderful support to both the staff team and the volunteer team throughout the year.

During this year our financial procedures and the facilities management has continued the annual process of improvement and refinement, and as a board of trustees we work with monthly management accounts to keep on top of financial performance. Our facilities coordinator scrutinises maintenance contacts and building overheads at contract renewal and the staff team work to keep office costs to a minimum.

OBJECTIVES AND ACTIVITIES

Our challenges

We have three main challenges going forward.

Firstly: the continuing need to restore the old building. The fabric of the building still needs much attention, and we want to increase wider public usage. We have struggled to make progress on the next stage of our Project Development Plans (funded by the Architectural Heritage Fund) this year. The staffing capacity to pursue that work has been impacted by the focus on other major projects: the renovations of 3 units in the old building that Calderdale MBC and the Police have vacated; and Hope Chapel have particularly impacted capacity.

Secondly: financial sustainability. It's nearly 5 years since we put in place a new sustainable loan agreement with Calderdale MBC which replaced the arrangements, we had with Social Investment Business. Our baseline position is more stable, but the year-on-year external impacts continue especially the challenges of managing the utilities bills for the Town Hall. It is for this reason that we have spent resources and committed staff time to the major energy-reduction projects detailed above under "Running our Building". We must also recognise that the building is close to capacity - this means our ability to generate higher levels of income is restricted to raising prices or curtailing expenditure and given the external pressures on staff costs and utilities as already mentioned it is a continual challenge to maintain our financial sustainability.

Our third priority is sustainability in the widest sense. We have already mentioned the drive to reduce our carbon emissions, and we are expecting new challenges to arise in the future with the potential impacts on the building arising from flood alleviation scheme which we must consider and prepare for.

What next?

Our last Strategic Plan ran from 2022-2024 and is overdue for a refresh which will be taken forward in 2025. It had 3 strategic objectives: we do not expect these to change much in the revised Strategy:

- Widen our reach with the Community through the continuation and development of the Staying Well; building on the legacy of Hebden Bridge Partnership and our commitments to continue their work; securing our role as a community hub (including our position as an emergency hub for Hebden Bridge); and further developing our membership scheme. We are likely to add a priority within here relating to Hope Chapel in the next iteration.
- Create an environment to enable businesses to thrive here through maintaining the quality of our business unit offer; delivering and maintaining our co-working packages and taking advantage of opportunities to expand the space we make available for this within the building; and continuing to develop our wider relationships with local business groups in the town and across the District.
- Keep the Town Hall operating successfully with a focus on our long-term viability through further developments to enhance the event, catering and room hire offer we make and taking forward the options arising from our AHF funded Project Development work on the old building.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST AUGUST 2024

STRATEGIC REPORT
Reserves policy

The Board of Trustees reviews Hebden Bridge Community Association's reserves policy annually. There are two categories of reserves: the General Fund and Restricted Funds.

General Fund

In considering the level of the General Fund that Hebden Bridge Community Association should aim to hold, a range of factors needs to be considered including the main risks to the organisation. The overall aim is to distribute funds quickly to our charitable activities, whilst maintaining a prudent level of reserves to ensure stability and flexibility. It is assumed that on occasions fluctuations will occur in both income and requirements for funding which cannot be fully anticipated in the planning process. Therefore, Hebden Bridge Community Association has established a reserves policy whereby general unrestricted funds which have not been designated for specific purposes should be at least 12 months of expenditure.

The Board has also identified 3 areas where funds previously identified as general unrestricted should now be designated for specific purposes and recorded as such in Hebden Bridge Community Association's Accounts:

- In the light of the Boxing Day 2015 and February 2020 floods and our continuing inability to secure insurance cover for our basement contents, the Board have a goal to establish a designated Flood Fund of £45,000. As at 31 August 2024 the balance of this fund was £20,000 (£15,000 as at 31st August 2023). The Association has not been "out of pocket" in the aftermath of the Boxing Day 2015 or February 2020 floods: this fund has been designated because we cannot be certain that we will be so fortunate in the future.
- The Board have a long-standing commitment to designate a property reserve fund to allow for future replacement costs once the initial depreciation charges arising from the new build tailed off. In addition, as identified elsewhere, the Association continues to identify issues with the fabric of the old and new parts of the Town Hall. As a result of this the Board have a goal to establish a Property Reserve Fund of £101,186 (representing £53,086 for the old Town Hall and £48,100 for the new). As of the 31st August 2023 £40,000 has been allocated (£23,000 for the Old Town Hall & £17,000 for the new): at 31st August 2023 this was £30,000 in total, split £17,250 and £12,750 respectively)
- Café Fixed Assets - the fixed assets in the Café remain in the ownership of Hebden Bridge Community Association. The Café makes a monthly payment (as detailed in the annually updated agreement between Hebden Bridge Community Association and the Town Hall Café Limited). This was originally based on analysis of the cost of all Café-related assets to date. The Association has completed its scheduled year-end exercise of comparing the Fixed Asset charged to the Café against the actual Fixed Asset depreciation.

The charity continues to try to identify and exploit opportunities to develop unrestricted funding, with an emphasis on continuing to diversify the income streams Hebden Bridge Community Association accesses through further developing the charity's contracting and commissioning of services and increasing our fundraising income. The aim is for Hebden Bridge Community Association to increase the level of commissioned income, corporate income, individual giving and events income and thereby generate sufficient income to maintain our loan repayments due and enable us to deliver a programme of improvements to the old building over the coming years.

Restricted Funds

Restricted funds are subject to specific conditions imposed by donors. We aim to minimise the levels of restricted funds, but balances arise due to timing differences between receipt of the income and expenditure on the specified purpose.

Most restricted funds have a relatively short timescale for spending, but these timescales don't always fit neatly into our financial years, so are often unspent funds at the Year End. The ERDF restricted fund operates very differently and will remain on our books for some time.

Principal funding sources

The Trustees aim to prioritise applications for grants and other funds to supplement the operational income from the running of the Town Hall over the next 12 months.

During this year the Trustees have maintained an investment of £100,000 cash reserve.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST AUGUST 2024

STRUCTURE, GOVERNANCE AND MANAGEMENT

Objectives and aims

The charity is controlled by its governing document, a deed of trust, and constitutes a company, limited by guarantee, as defined by the Companies Act 2006. The company was incorporated on 1 September 2008 and received charitable status on 19 January 2009. 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 charity's objects are:

1 To further or benefit the residents of Hebden Bridge and the neighborhood, without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating together the said residents and the local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities in the interests of social welfare for recreation leisure time occupation with the objective of improving the conditions of life for the residents.

2 To promote for the benefit of the public the urban or rural regeneration in areas of social and economic deprivation and in particular in Hebden Bridge and the neighborhood by all or any of the following means:

- the provision of financial assistance, technical assistance or business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help (a) in setting up their own business or (b) to existing businesses
- the creation of training and employment opportunities by the provision of workspace, buildings, and / or land for use on favourable terms
- the maintenance, improvement, or provision of public amenities
- the preservation of buildings or sites of historic or architectural importance
- the provision of recreational facilities for the public at large and / or those who by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances have need of such facilities.
- the protection or conservation of the environment

The Trustees complete an annual exercise to consider whether the objects remain appropriate: no amendments were considered necessary during 2022/2023. The Trustees consider that the Staying Well project's reach across 4 Calderdale wards is within the charity objects.

Ensuring our work delivers our aims

Hebden Bridge Community Association's main document providing the framework for our Trustees to review our aims, objectives and progress on a regular basis is our Strategic Plan 2022-2024. This is overdue for a refresh and this will be taken forward in 2025.

Future income and capital needs

We seek to maximize our income from all our revenue streams:

- the hire of our spaces to both community and business users.
- business unit rental and co-workers using our hot-desking facilities.
- grant, trust and contract income along with other fundraising activity.
- profit distribution from The Town Hall Café Limited (which is a subsidiary company that distributes profits back to the Association).

Calderdale Council has continued to be an anchor tenant in the old building although the original 10-year lease agreement has now ended and we have moved into a new lease agreement at a lower price with effect from November 2023. This has impacted our income more than expected during 2023/2024 because the budgeted expectations around the timing of the change were shortened. We do however expect to recover the shortfall by the end of FY 2024/2025.

The resources available to HBCA will always be limited by the number of available business units and hireable spaces and so the charity relies on grants and donations to generate additional funds, for example for capital improvements to the building.

Since February 2020, the Charity has managed loan commitments with Calderdale MBC as they have fallen due.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Future income and capital needs (cont...)

The trustees have looked at the requirements of the charity and agreed a reserves policy which seeks to build up general unrestricted funds to a position where they represent twelve months' operational costs. This would enable the charity to continue the current activities for a short term in the event of a significant drop in income.

Plans for the future

The Trustees continue to aim to prioritise the application for grants and other funds to supplement the operational income from the Town Hall over the next 12 months.

Public benefit

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the Association's aims and objectives and in planning future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

Recruitment and appointment of new trustees

The directors of the company are also charity trustees of the Association and are elected by the membership of the Association. Trustees normally serve a three-year term and can serve a maximum of two terms before standing down for at least a year. Up to two co-options may be made by the Board at any one time before co-opted Trustees formally join the Board at the next available AGM.

All trustees give their time voluntarily and receive no benefit from the charity. Any expenses reclaimed are set out in note 5 to the accounts. The trustees try to maintain a broad set of skills on the Board and bring a good range of experience to the role.

As can be seen under the Reference and Administrative Details at the start of this report, and as prefaced in our Trustees Report last year, we have welcomed two new Trustees (Paul Guy & Sue Barlow) during this year. Their dates of co-option are provided in the Reference and Administrative Details above: their appointments were confirmed at last year's AGM on the 23rd March 2024. Shortly after that meeting, we said goodbye to Damien Woolliscroft as a Trustee: Damien had left the area and didn't feel able to commit the time to the role. The current Trustees would like to put on record their thanks to Damien who served so ably during his time on the Board.

At the forthcoming AGM (scheduled for March 2025) 2 current Trustees will come to the end of their term and, having completed two full terms, are no longer eligible to stand again.

The Trustees always welcome speaking to interested parties about joining the Board: a recruitment process was launched in November 2024 just after the end of the year covered by this report. This process will continue through to the AGM.

Organisational structure

The board of trustees meets on a regular basis, and 12 board meetings were held in the period 1 September 2023 - 31 August 2024.

The officer's group meetings referenced in last year's report were discontinued during 2023/2024.

The Board can also meet informally from time to time and for training as required: but there were none during 2023/2024.

The Executive Director (who is not a trustee or director of the charity but is the Company Secretary) reports to the Trustees at every meeting providing written reports on progress in all areas of the Charity.

The Trustees continue to receive information regarding the performance of the subsidiary: The Town Hall Café Limited (Company No. 9981542) on a regular basis. The Executive Director is a Director of the Café and one of the Trustees takes an overview (but is not currently a Director of the Café).

The Café has its own Board meetings as well.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction and training of new trustees

New trustees receive an induction pack of information, providing the Memorandum and Articles, the latest Financial Statements, Policies and other governance documentation and usually have discussions one-to-one with the Chair and also with the Executive Director. All trustees are pointed to the Charities Commission guidance on the obligations and responsibilities of charity trustees and to Companies House for guidance on the obligations and responsibilities of company directors.

Pay Policy

The board of trustees consider the pay of the Executive Director and staff team annually, considering the nature of the charity, the overall financial position and benchmarking to similar roles in similar organisations where possible. Benchmarking was last conducted during 2021/2022 for some roles in the organisation. A formal written Pay Policy was adopted during 2020/2021.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Board last undertook a risk management assessment in preparing the 2022-2024 Strategic Plan. This included consideration of the Charity Commission's latest guidance on the subject.

Policies are created and reviewed to ensure that risks are considered and managed, and staff, volunteers and Town Hall users are provided with information on health and safety. Our policy review process is an ongoing priority in 2024/2025.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

06685276 (England and Wales)

Registered Charity number

1127597

Registered office

Hebden Bridge Town Hall
St George's Street
Hebden Bridge
West Yorkshire
HX7 7BY

Trustees

J Morris
J E M Woodhouse
W Lake
A Gardner
R Swindlehurst
D Woolliscroft (resigned 25.4.24)
R Blackwell
S Barlow (appointed 26.10.23)
J I Scott (appointed 27.2.25)
P C Guy

Company Secretary

G N Mynott

Auditors

Cresswells Accountants (UK) Limited
Chartered Accountants
and Statutory Auditors
12 Market Street
Hebden Bridge
West Yorkshire
HX7 6AD

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST AUGUST 2024

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Hebden Bridge Community Association Ltd for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Cresswells Accountants (UK) Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 27th March 2025 and signed on the board's behalf by:

Jane Morris

.....

J Morris - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

Opinion

We have audited the financial statements of Hebden Bridge Community Association Ltd (the 'charitable company') for the year ended 31st August 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st August 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures include the following:

- we obtained an understanding of the legal and regulatory frameworks applicable to the Company and the sector in which it operates. We determined the following laws and regulations were most significant: The Companies Act 2006, FRS 102 and Health and Safety Act.
- we obtained an understanding of how the Company is complying with those legal and regulatory frameworks by making inquiries to the management.
- we assessed the susceptibility of the company's financial statements to material misstatement including how fraud might occur. Audit procedures performed by the audit team included:
- identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud.
- understanding how those charged with governance considered and addressed the potential of override of controls or other inappropriate influence over the financial reporting process.
- challenging assumptions and judgements made by management in its significant accounting estimates.
- identifying and testing journal entries.
- assessing the extent of compliance with the relevant laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Cresswells Accountants (UK) Limited
Chartered Accountants
and Statutory Auditors
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
12 Market Street
Hebden Bridge
West Yorkshire
HX7 6AD

Date: 28 April 2025

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST AUGUST 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	15,450	139,112	154,562	211,908
Charitable activities	3				
Income from Businesses		13,131	-	13,131	11,770
Tenants		198,323	-	198,323	205,231
Community		44,300	-	44,300	40,525
Weddings and events		25,689	-	25,689	23,990
Operational		26,343	-	26,343	32,525
Refurbishment & Improvements		-	-	-	3,367
Total		323,236	139,112	462,348	529,316
EXPENDITURE ON					
Charitable activities	4				
Tenants		-	-	-	151
Community		-	-	-	(345)
Weddings and events		-	-	-	(56)
Operational		315,525	9,862	325,387	346,631
CMBC - Staying Well		-	(978)	(978)	30,517
Repairs		245	-	245	330
Refurbishment & Improvements		-	-	-	1,571
Regular Servicing		18,974	-	18,974	20,342
Micro Commissioning TI		-	6,005	6,005	18,524
Active Calderdale		-	-	-	16,930
Other Restricted		-	15,989	15,989	12,329
Architectural Heritage Fund		-	-	-	8,587
Climate Emergency		-	8,568	8,568	2,500
Crucible		-	6,720	6,720	5,171
Staying Well 2		-	11,867	11,867	-
Mental Health & Well being		-	4,098	4,098	-
Hope		658	-	658	-
40606 - Warm Spaces		-	16,038	16,038	-
Total		335,402	78,169	413,571	463,182
NET INCOME/(EXPENDITURE)		(12,166)	60,943	48,777	66,134
RECONCILIATION OF FUNDS					
Total funds brought forward		2,304,934	1,134,456	3,439,390	3,373,256
TOTAL FUNDS CARRIED FORWARD		2,292,768	1,195,399	3,488,167	3,439,390

The notes form part of these financial statements

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

BALANCE SHEET
31ST AUGUST 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
FIXED ASSETS					
Tangible assets	11	2,729,698	996,114	3,725,812	3,713,692
Investments	12	1	-	1	1
		2,729,699	996,114	3,725,813	3,713,693
CURRENT ASSETS					
Debtors	13	43,178	-	43,178	56,875
Cash at bank and in hand		126,443	199,285	325,728	312,915
		169,621	199,285	368,906	369,790
CREDITORS					
Amounts falling due within one year	14	(70,836)	-	(70,836)	(91,235)
NET CURRENT ASSETS		98,785	199,285	298,070	278,555
TOTAL ASSETS LESS CURRENT LIABILITIES		2,828,484	1,195,399	4,023,883	3,992,248
CREDITORS					
Amounts falling due after more than one year	15	(535,715)	-	(535,715)	(552,858)
NET ASSETS		2,292,769	1,195,399	3,488,168	3,439,390
FUNDS	18				
Unrestricted funds:					
General fund				1,827,182	1,832,141
Designated fund				405,587	427,793
Flood Fund				20,000	15,000
Property Reserve Fund				40,000	30,000
				2,292,769	2,304,934
Restricted funds:					
ERDF				996,113	1,004,091
CMBC - Staying Well				-	(12,785)
Co-Op Funds				2,185	2,204
Access Grant				1,029	1,045
Micro-Commissioning Staying Well				2,065	8,070
Active Calderdale				-	1,849
Other Restricted				1,363	10,746
40603 - Climate Emergency				-	8,568
40605 - Staying Well				136,433	48,125
40604 - Active Calderdale				14,866	14,866
40606 - Warm Spaces				-	2,847
Crucible				38,110	44,830
40607 - Mental Health & Wellbeing				3,235	-
				1,195,399	1,134,456
TOTAL FUNDS				3,488,168	3,439,390

The notes form part of these financial statements

continued...

BALANCE SHEET - continued
31ST AUGUST 2024

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st August 2024.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each 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 financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

The financial statements were approved by the Board of Trustees and authorised for issue on ..27th March 2025.. and were signed on its behalf by:

Jane Morris

.....
J Morris - Trustee

The notes form part of these financial statements

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST AUGUST 2024

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	1	103,859	106,613
Interest paid		(12,605)	(14,669)
Net cash provided by operating activities		91,254	91,944
Cash flows from investing activities			
Purchase of tangible fixed assets		(61,298)	(36,264)
Sale of tangible fixed assets		-	1
Net cash used in investing activities		(61,298)	(36,263)
Cash flows from financing activities			
Loan repayments in year		(17,143)	(17,143)
Net cash used in financing activities		(17,143)	(17,143)
Change in cash and cash equivalents in the reporting period		12,813	38,538
Cash and cash equivalents at the beginning of the reporting period		312,915	274,377
Cash and cash equivalents at the end of the reporting period		325,728	312,915

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT FOR THE YEAR ENDED 31ST AUGUST 2024

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	2023 £
Net income for the reporting period (as per the Statement of Financial Activities)	48,778	66,134
Adjustments for:		
Depreciation charges	49,178	42,090
Loss on disposal of fixed assets	-	1,310
Interest paid	12,605	14,669
Decrease/(increase) in debtors	13,697	(8,294)
Decrease in creditors	(20,399)	(9,296)
Net cash provided by operations	103,859	106,613

2. ANALYSIS OF CHANGES IN NET DEBT

	At 1.9.23 £	Cash flow £	At 31.8.24 £
Net cash			
Cash at bank and in hand	312,915	12,813	325,728
	312,915	12,813	325,728
Debt			
Debts falling due within 1 year	(17,143)	-	(17,143)
Debts falling due after 1 year	(552,858)	17,143	(535,715)
	(570,001)	17,143	(552,858)
Total	(257,086)	29,956	(227,130)

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST AUGUST 2024

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

The charitable company meets the definition of a public benefit entity under FRS 102.

The functional and presentation currency of the charitable company is considered to be pound sterling (£) because that is the currency of the primary economic environment in with the company operates. the financial statements have been prepared using round pounds only.

Preparation of consolidated financial statements
The financial statements contain information about Hebden Bridge Community Association Ltd as an individual company and do not contain consolidated financial information as the parent of a group. The charity is exempt under Section 399(2A) of the Companies Act 2006 from the requirements to prepare consolidated financial statements.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Income is the amount derived from the provision of goods / service, and stated after trade discounts, other sales taxes and net of VAT.

Donations and grants are recognised when the charitable company has been notified in writing of both the amount and settlement date. In the event that a donation or grant is subject to conditions that require a level of performance before the charitable company is entitled to the funds, the income is allocated to a separate restricted fund and recognised as those conditions are met.

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Long leasehold	- over the term of the lease
Fixtures and fittings	- 25% on cost
Computer equipment	- 25% on cost

Tangible fixed assets are initially recorded at cost.

Taxation
The charity is exempt from corporation tax on its charitable activities.

continued...

1. ACCOUNTING POLICIES - continued

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

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Investments in subsidiary undertakings
Investments in subsidiary undertakings are initially recorded at costs with consideration taken for any diminution in value with is expected to be permanent.

2. DONATIONS AND LEGACIES

	2024	2023
	£	£
Donations	4,753	3,526
Grants	139,109	205,685
Dividends from subsidiary	10,700	2,697
	154,562	211,908

Grants received, included in the above, are as follows:

	2024	2023
	£	£
CMBC - Staying Well	17,747	29,375
Other Operational Unrestriced	-	12,241
Micro-Commissioning Staying Well	-	7,258
Active Calderdale	-	18,779
Other Restricted	9,870	34,146
Architectural Heritage Fund	-	8,972
Climate Emergency	1,383	(10,750)
Warm Spaces	16,037	2,847
Crucible	-	50,000
Staying Well 2	94,234	-
Mental Health & Wellbeing	7,333	-
Other grants	(7,495)	52,817
	139,109	205,685

continued...

3. INCOME FROM CHARITABLE ACTIVITIES

	Tenants	Business	Community	Weddings and events
	£	£	£	£
Rental income & room hire	185,940	13,131	44,300	25,689
Recharge of facilities	12,383	-	-	-
Other income	-	-	-	-
	198,323	13,131	44,300	25,689

	Operational	Refurbish	2024	2023
	£	£	£	£
Rental income & room hire	7,966	-	277,026	268,311
Recharge of facilities	1,735	-	14,118	37,242
Other income	16,642	-	16,642	13,927
	26,343	-	307,786	320,685

4. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Grant funding of activities (see note 5)	Support costs (see note 6)	Totals
	£	£	£	£
Operational	298,777	2,563	24,046	325,386
CMBC - Staying Well	(978)	-	-	(978)
Repairs	245	-	-	245
Regular Servicing	18,974	-	-	18,974
Micro Commissioning TI	-	6,005	-	6,005
Other Restricted	15,989	-	-	15,989
Climate Emergency	8,568	-	-	8,568
Crucible	3,720	3,000	-	6,720
Staying Well 2	11,867	-	-	11,867
Mental Health & Well being	2,981	1,117	-	4,098
Hope	658	-	-	658
40606 - Warm Spaces	16,038	-	-	16,038
	376,839	12,685	24,046	413,570

5. GRANTS PAYABLE

	2024	2023
	£	£
Operational	2,563	-
Micro Commissioning TI	6,005	9,443
Crucible	3,000	-
Mental Health & Well being	1,117	-
	12,685	9,443

The total grants paid to institutions during the year was as follows:

	2024	2023
	£	£
Mental Health & Wellbeing	9,685	-

continued...

6. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Operational	12,605	11,441	24,046

Support costs, included in the above, are as follows:

Management

	2024	2023
	Operational	Total activities
	£	£
Bank loan interest	12,605	14,669

Governance costs

	2024	2023
	Operational	Total activities
	£	£
Auditors' remuneration	3,000	3,642
Accountancy & bookkeeping fees	5,502	8,973
Legal fees	2,939	14,786
	11,441	27,401

7. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2024	2023
	£	£
Auditors' remuneration	3,000	3,642
Depreciation - owned assets	49,178	50,592
Deficit on disposal of fixed assets	-	1,310

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st August 2024 nor for the year ended 31st August 2023.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31st August 2024 nor for the year ended 31st August 2023.

9. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	156,682	155,838
Social security costs	8,117	6,763
Other pension costs	7,620	7,282
	172,419	169,883

continued...

9. STAFF COSTS - continued

The average monthly number of employees during the year was as follows:

	2024	2023
Catering	12	10
Cleaning	2	2
Administration	11	12
	25	24

No employees received emoluments in excess of £60,000.

The Remuneration of the executive director (who is neither a board member or trustee) was £37,486 (2023: £34,934).

Staff costs of £124,079 (2023: £114,830) were incurred in respect of the subsidiary undertaking and as such these costs have been transferred to the subsidiary undertaking.

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	33,435	178,473	211,908
Charitable activities			
Income from Businesses	11,770	-	11,770
Tenants	205,231	-	205,231
Community	40,525	-	40,525
Weddings and events	23,990	-	23,990
Operational	32,525	-	32,525
Refurbishment & Improvements	3,367	-	3,367
Total	350,843	178,473	529,316
EXPENDITURE ON			
Charitable activities			
Tenants	151	-	151
Community	(345)	-	(345)
Weddings and events	(56)	-	(56)
Operational	337,188	9,443	346,631
CMBC - Staying Well	-	30,517	30,517
Repairs	330	-	330
Refurbishment & Improvements	1,571	-	1,571
Regular Servicing	20,342	-	20,342
Micro Commissioning TI	-	18,524	18,524
Active Calderdale	-	16,930	16,930
Other Restricted	-	12,329	12,329
Architectural Heritage Fund	-	8,587	8,587
Climate Emergency	-	2,500	2,500
Crucible	-	5,171	5,171
Total	359,181	104,001	463,182
NET INCOME/(EXPENDITURE)	(8,338)	74,472	66,134
RECONCILIATION OF FUNDS			
Total funds brought forward	2,313,272	1,059,984	3,373,256

continued...

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Total funds £
TOTAL FUNDS CARRIED FORWARD	2,304,934	1,134,456	3,439,390

11. TANGIBLE FIXED ASSETS

	Long leasehold £	Fixtures and fittings £	Computer equipment £	Totals £
COST				
At 1st September 2023	4,030,164	192,303	68,181	4,290,648
Additions	31,462	25,881	3,955	61,298
At 31st August 2024	4,061,626	218,184	72,136	4,351,946
DEPRECIATION				
At 1st September 2023	365,682	147,848	63,426	576,956
Charge for year	41,110	4,306	3,762	49,178
At 31st August 2024	406,792	152,154	67,188	626,134
NET BOOK VALUE				
At 31st August 2024	3,654,834	66,030	4,948	3,725,812
At 31st August 2023	3,664,482	44,455	4,755	3,713,692

12. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
MARKET VALUE	
At 1st September 2023 and 31st August 2024	1
NET BOOK VALUE	
At 31st August 2024	1
At 31st August 2023	1

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies include the following:

The Town Hall Café Limited
Registered office: Hebden Bridge, Town Hall, St George Street, Hebden Bridge, HX7 7BY
Nature of business: Café

Class of share:	% holding
Ordinary	100

	2024 £	2023 £
Aggregate capital and reserves	15,872	16,776
Profit for the year	9,796	10,700

continued...

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Trade debtors	18,916	38,341
Amounts owed by group undertakings	7,354	1,134
Other debtors	45	708
Prepayments and accrued income	16,863	16,692
	43,178	56,875

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Other loans (see note 16)	17,143	17,143
Trade creditors	4,084	10,044
Social security and other taxes	4,457	2,616
VAT	14,473	8,731
Other creditors	5,992	25,104
Accruals and deferred income	24,687	27,597
	70,836	91,235

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2024	2023
	£	£
Other loans (see note 16)	535,715	552,858

16. LOANS

An analysis of the maturity of loans is given below:

	2024	2023
	£	£
Amounts falling due within one year on demand:		
Calderdale MBC loan	17,143	17,143
Amounts falling between one and two years:		
Calderdale MBC loan	17,143	17,143
Amounts falling due between two and five years:		
Calderdale MBC loan	15,000	15,000
Calderdale MBC loan	51,429	51,429
	66,429	66,429
Amounts falling due in more than five years:		
Repayable by instalments:		
Calderdale MBC loan	15,000	15,000
Calderdale MBC loan	437,143	454,286
	452,143	469,286

continued...

17. SECURED DEBTS

The following secured debts are included within creditors:

	2024	2023
	£	£
Calderdale MBC loans	552,858	570,001

Other loans are secured by way of a charge over the leasehold hebden bridge council offices (title number WYK932446) and a fixed and floating charge over all property or undertaking of the company.

18. MOVEMENT IN FUNDS

	At 1.9.23	Net movement in funds	Transfers between funds	At 31.8.24
	£	£	£	£
Unrestricted funds				
General fund	1,832,141	10,041	(15,000)	1,827,182
Designated fund	427,793	(22,206)	-	405,587
Flood Fund	15,000	-	5,000	20,000
Property Reserve Fund	30,000	-	10,000	40,000
	2,304,934	(12,165)	-	2,292,769
Restricted funds				
ERDF	1,004,091	(7,978)	-	996,113
CMBC - Staying Well	(12,785)	18,725	(5,940)	-
Co-Op Funds	2,204	(19)	-	2,185
Access Grant	1,045	(16)	-	1,029
Micro-Commissioning Staying Well	8,070	(6,005)	-	2,065
Active Calderdale	1,849	(1,849)	-	-
Other Restricted	10,746	(9,383)	-	1,363
40603 - Climate Emergency	8,568	(8,568)	-	-
40605 - Staying Well	48,125	82,368	5,940	136,433
40604 - Active Calderdale	14,866	-	-	14,866
40606 - Warm Spaces	2,847	(2,847)	-	-
Crucible	44,830	(6,720)	-	38,110
40607 - Mental Health & Wellbeing	-	3,235	-	3,235
	1,134,456	60,943	-	1,195,399
TOTAL FUNDS	3,439,390	48,778	-	3,488,168

continued...

18. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	323,236	(313,195)	10,041
Designated fund	-	(22,206)	(22,206)
	323,236	(335,401)	(12,165)
Restricted funds			
ERDF	-	(7,978)	(7,978)
CMBC - Staying Well	17,747	978	18,725
Co-Op Funds	-	(19)	(19)
Access Grant	-	(16)	(16)
Micro-Commissioning Staying Well	-	(6,005)	(6,005)
Active Calderdale	-	(1,849)	(1,849)
Other Restricted	6,606	(15,989)	(9,383)
40603 - Climate Emergency	-	(8,568)	(8,568)
40605 - Staying Well	94,235	(11,867)	82,368
40606 - Warm Spaces	13,191	(16,038)	(2,847)
Crucible	-	(6,720)	(6,720)
40607 - Mental Health & Wellbeing	7,333	(4,098)	3,235
	139,112	(78,169)	60,943
TOTAL FUNDS	462,348	(413,570)	48,778

continued...

18. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.9.22 £	Net movement in funds £	At 31.8.23 £
Unrestricted funds			
General fund	1,840,479	(8,338)	1,832,141
Designated fund	427,793	-	427,793
Flood Fund	15,000	-	15,000
Property Reserve Fund	30,000	-	30,000
	2,313,272	(8,338)	2,304,934
Restricted funds			
ERDF	1,012,594	(8,503)	1,004,091
CMBC - Staying Well	(2,268)	(10,517)	(12,785)
Flood	580	(580)	-
Flood Stories	326	(326)	-
Co-Op Funds	2,222	(18)	2,204
Access Grant	1,061	(16)	1,045
Micro-Commissioning Staying Well	19,337	(11,267)	8,070
Active Calderdale	-	1,849	1,849
Other Restricted	7,336	3,410	10,746
Architectural Heritage Fund	(3,021)	3,021	-
40603 - Climate Emergency	21,817	(13,249)	8,568
40605 - Staying Well	-	48,125	48,125
40604 - Active Calderdale	-	14,866	14,866
40606 - Warm Spaces	-	2,847	2,847
Crucible	-	44,830	44,830
	1,059,984	74,472	1,134,456
TOTAL FUNDS	3,373,256	66,134	3,439,390

continued...

18. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	350,843	(359,181)	(8,338)
Restricted funds			
ERDF	-	(8,503)	(8,503)
CMBC - Staying Well	13,125	(23,642)	(10,517)
Flood	-	(580)	(580)
Flood Stories	-	(326)	(326)
Co-Op Funds	-	(18)	(18)
Access Grant	-	(16)	(16)
Micro-Commissioning Staying Well	7,257	(18,524)	(11,267)
Active Calderdale	18,779	(16,930)	1,849
Other Restricted	15,739	(12,329)	3,410
Architectural Heritage Fund	11,608	(8,587)	3,021
40603 - Climate Emergency	(10,749)	(2,500)	(13,249)
40605 - Staying Well	55,000	(6,875)	48,125
40604 - Active Calderdale	14,866	-	14,866
40606 - Warm Spaces	2,847	-	2,847
Crucible	50,001	(5,171)	44,830
	178,473	(104,001)	74,472
TOTAL FUNDS	529,316	(463,182)	66,134

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.9.22 £	Net movement in funds £	Transfers between funds £	At 31.8.24 £
Unrestricted funds				
General fund	1,840,479	1,703	(15,000)	1,827,182
Designated fund	427,793	(22,206)	-	405,587
Flood Fund	15,000	-	5,000	20,000
Property Reserve Fund	30,000	-	10,000	40,000
	2,313,272	(20,503)	-	2,292,769
Restricted funds				
ERDF	1,012,594	(16,481)	-	996,113
CMBC - Staying Well	(2,268)	8,208	(5,940)	-
Co-Op Funds	2,222	(37)	-	2,185
Access Grant	1,061	(32)	-	1,029
Micro-Commissioning Staying Well	19,337	(17,272)	-	2,065
Other Restricted	7,336	(5,973)	-	1,363
40603 - Climate Emergency	21,817	(21,817)	-	-
40605 - Staying Well	-	130,493	5,940	136,433
40604 - Active Calderdale	-	14,866	-	14,866
Crucible	-	38,110	-	38,110
40607 - Mental Health & Wellbeing	-	3,235	-	3,235
	1,062,099	133,300	-	1,195,399
TOTAL FUNDS	3,373,256	114,912	-	3,488,168

continued...

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	674,079	(672,376)	1,703
Designated fund	-	(22,206)	(22,206)
	674,079	(694,582)	(20,503)
Restricted funds			
ERDF	-	(16,481)	(16,481)
CMBC - Staying Well	30,872	(22,664)	8,208
Co-Op Funds	-	(37)	(37)
Access Grant	-	(32)	(32)
Micro-Commissioning Staying Well	7,257	(24,529)	(17,272)
Active Calderdale	18,779	(18,779)	-
Other Restricted	22,345	(28,318)	(5,973)
40603 - Climate Emergency	(10,749)	(11,068)	(21,817)
40605 - Staying Well	149,235	(18,742)	130,493
40604 - Active Calderdale	14,866	-	14,866
40606 - Warm Spaces	16,038	(16,038)	-
Crucible	50,001	(11,891)	38,110
40607 - Mental Health & Wellbeing	7,333	(4,098)	3,235
	305,977	(172,677)	133,300
TOTAL FUNDS	991,664	(876,752)	114,912

Designated fund
In 2010 the leasehold building known as Hebden Bridge Town Hall was gifted to the charity by CMBC the value of the gift in 2010 was £450,000.

Flood Fund
This fund has been designated to ensure that the association can met any uninsured costs incurred by future floods.

Property Reserve
This fund has been designated to allow for future replacement costs to buildings, plant equipment and fixtures.

ERDF
Is represented by grants received in order to aid the building of the extension to the town hall.

CMBC Staying Well
The Staying Well scheme was set up to ensure older people and people with dementia have somewhere to go to socialise and interact with others. The grants given are for the administration of this scheme within Hebden Bridge.

Flood Stories
This is a grant from Community Foundation for Calderdale which was given to tell stories about the flood including the Waving not Drowning Film, Flood Stories for the Map Chair and to tell HBCA's own story.

continued...

19. RELATED PARTY DISCLOSURES

The charitable company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

There were no other related party transactions for the year ended 31 August 2024.

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST AUGUST 2024

	2024 £	2023 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	4,753	3,526
Grants	139,109	205,685
Dividends from subsidiary	10,700	2,697
	154,562	211,908
Charitable activities		
General	295,965	306,941
Other income	11,821	10,467
	307,786	317,408
Total incoming resources	462,348	529,316
EXPENDITURE		
Charitable activities		
Wages	156,682	155,838
Social security	8,117	6,763
Pensions	7,620	7,282
Rates and water	8,627	7,362
Insurance	15,228	12,651
Light and heat	60,376	53,112
Telephone	278	357
Postage and stationery	1,613	1,714
Advertising	10,471	4,469
Sundries	143	995
Repairs & maintenance	28,777	53,403
Cleaning	10,966	9,418
Computer repairs & maintenance	17,383	16,456
Licences	1,076	753
Room hire	-	26,082
Subscriptions	1,729	1,260
Employee & volunteer expenses	1,386	1,844
Employee training	2,079	4,278
Bad debts	(137)	-
Bank & paypal charges	3,223	4,232
Contribution towards operational costs	1	-
Long leasehold	33,117	29,284
fixtures and fittings	4,322	8,502
Computer equipment	3,762	4,304
Loss on sale of tangible fixed assets	-	1,310
Grants to institutions	12,685	9,443
	389,524	421,112
Support costs		
Management		
Bank loan interest	12,605	14,669
Governance costs		
Auditors' remuneration	3,000	3,642
Carried forward	3,000	3,642

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

DETAILED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31ST AUGUST 2024

	2024 £	2023 £
Governance costs		
Brought forward	3,000	3,642
Accountancy & bookkeeping fees	5,502	8,973
Legal fees	2,939	14,786
	11,441	27,401
Total resources expended	413,570	463,182
Net income	48,778	66,134

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

England & Wales - Charity number 1127597

Accounts

REGISTERED COMPANY NUMBER: 06685276 (England and Wales)
REGISTERED CHARITY NUMBER: 1127597

REPORT OF THE TRUSTEES AND

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST AUGUST 2023

FOR

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

Cresswells Accountants (UK) Limited
Chartered Accountants
and Statutory Auditors
12 Market Street
Hebden Bridge
West Yorkshire
HX7 6AD

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HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST AUGUST 2023

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 August 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

The trustees are made up of a mix of members who live or work locally and who have a range of relevant skills. They are passionate about enabling Hebden Bridge Community Association to work in and strengthen the community we are based in. They are voted in by members at the AGM.

REFERENCE AND ADMINISTRATIVE DETAILS

Charity name	Hebden Bridge Community Association Ltd
Charity registration number	1127597
Company registration number	06685276
Registered office & operational address	The Town Hall St George's Street Hebden Bridge HX7 7BY

Trustees

Mr W Lake	
Ms J Morris	(Chair)
Ms J Woodhouse	(resigned 3 March 2023)
Mr A Gardner	
Mr D Woolliscroft	
Ms R Swindlehurst	
Ms R Blackwell	

Company Secretary
Mr G Mynott

Executive Director (not a trustee)
Mr Graham Mynott

Auditors	Cresswells Accountants UK Limited, Chartered Accountants and Statutory Auditors Barclays Bank Chambers, Market Street, Hebden Bridge, HX7 6AD

Our Year – a message from the Trustees

This has been another incredibly busy year for the Association within the Town Hall and also in the wider community.

On the positives we remain fully let, our co-worker numbers had to be capped for most of the year because of room capacity, we over-performed our room hire expectations and we have had a bumper year for weddings and parties and the Café trade has been very strong.

On the negative side we have been badly impacted by the timings of our fixed-deal utilities contracts and the price rises which have affected everyone over the past 18months. We have a long-term gas deal which runs to the end of calendar year 2023, but our electricity contract was on a 12-month contract to January 2023. The exact period when we would normally be negotiating new deals fell just when no-one was contracting because of the uncertainties arising from the wider global turmoils. This meant we eventually had no choice but to sign an expensive contract late in 2022: in the end we have spent £26,000 more on electricity in Financial Year 2022/2023 than in 2021/2022. We were already on track to make improvements to our carbon footprint in the Town Hall but have not been able to complete the projects in time to achieve the financial impact we would desire this year. We will see those projects complete during 2023/2024.

There have also been developments during the year with one of our long-standing existential questions: what happens when Calderdale MBC decide vacate their units in Town Hall and end their lease? Negative outcomes would have had significant detrimental financial impacts as well as vacant units needing considerable refurbishment work. Happily, we are looking at much more positive outcomes, albeit that the processes are still incomplete. Over the course of the year, we have refurbished all the units that Calderdale MBC previously occupied, Hebden Royd Town Council have moved downstairs, we have created a new co-working space, acquired a new office to let (and let it) and made space available for our Staying Well workers. There will eventually be a new lease with Calderdale MBC and all of dilapidation costs will be settled, whilst this is still some way off as we write we do expect to complete everything in 2023/2024.

This project has diverted our capacity to progress the bigger project for the old building which we talked about extensively last year but this is not fatal to that project and this will come back to the centre in the coming year.

This report also details some further new developments in respect of Staying Well which will continue to support an increased role for the Association in health & wellbeing in the community in the longer term.

We must however continue to look forward. We have successfully serviced our new loan and have a solid and sustainable financial model. We have a Strategic Plan for 2022-2024 and we will continue to focus on the same priorities: Widen our reach with the Community outside the Town Hall ; Create an environment that helps Businesses make new connections and thrive; and Keep the Town Hall operating successfully and keep focused on our long-term viability.

Finally, we want to offer our thanks to all our hardworking team of staff and volunteers. We are also grateful to our members and the wider community in Hebden Bridge for their continuing support and deep-rooted belief in our long-term success.

Our story

In the autumn of 2012, the Hebden Bridge Community Association (HBCA) opened the doors to a new Town Hall in the heart of our vibrant town. The Town Hall, Hebden Bridge is the first asset-transferred community owned Town Hall and is a symbol of what a community can achieve when it pulls together with a common ambition and vision.

Grade II listed and dating from 1897, the Victorian part of our building originally housed the town's council offices. In 2008 the Hebden Bridge Community Association (HBCA) was formed as a charity and company limited by guarantee. Through an innovative asset transfer, the HBCA acquired the council offices from Calderdale Council. HBCA's vision was to transform, what was at the time, a barely used building falling into disrepair into a state-of-the-art centre for community and creative enterprise – putting it back at the centre of the town's civic life as The Town Hall.

HBCA went on to raise £3.7m for a major development on the site and the additions built in the 1960s were knocked down to create space for a major new modern extension that would sit alongside and complement the original building. In autumn 2012, a large new contemporary community and business building was opened offering a range of spaces for community, enterprise and recreational use.

Our vision: Innovative, creative, pioneering and enterprising. The Town Hall is the beating heart of Hebden Bridge's rich community, business and democratic life.

Our vision is to make The Town Hall, Hebden Bridge much more than just a building. We want the Town Hall to become known locally and nationally as a shining example of what can be achieved when people come together - united by a belief that people need each other, and that community is important.

What we do

The Town Hall is run by Hebden Bridge Community Association, for the benefit of the community. It is a place to collaborate, create, meet and celebrate.

Community is at the heart of what we do and who we are. Community-owned and managed by the Hebden Bridge Community Association, the Town Hall hosts and supports a diverse range of community activity. More than just a building, we act as a creative connector - making links, creating new partnerships and opening up exciting possibilities.

We're also home to a vibrant hub of knowledge intensive businesses. We work to help them to thrive and collaborate through business support, skills sharing and networking.

We welcome all into our building in the heart of Hebden Bridge where we offer:

- a range of spaces for community activities, meetings, celebrations
- 34 business units and a business lounge (hot-desking facility)
- a friendly, affordable cafe with riverside terrace
- special events, festivals and exhibitions

ACHIEVEMENTS AND PERFORMANCE

Staying Well & Active Calderdale
Staying Well started in January 2015 as a pilot project in Hebden Bridge before becoming an initiative now covering all 4 Upper Calder Valley wards: Calder, Luddendenfoot, Ryburn and Todmorden. It is a universal adult service focussed on engaging vulnerable people with community solutions to reduce demand on more acute health & social care services.

Hebden Bridge Community Association directly manage 2 Calderdale Council staff who have been seconded to us to enable delivery of the project. Our Staying Well workers are currently Helen Doodson and Hayley Conlon. Tricia Astwood had been sub-contracting for us but retired at the end of the calendar year 2022.

Helen & Hayley receive referrals of clients, undertake 1-1 client work, and refer clients on into existing activities in the Upper Valley which meet the client's specific needs or wishes. They also work with community organisations across the patch to support them and connect them together. One way this is achieved is through supporting and developing broad networks of community organisations based on regular email updates and network meetings. There are 3 in our area: the Todmorden Wellbeing Network (we are co-ordinating this alongside a Community Health & Wellbeing worker employed by Healthy Minds Calderdale); the Valley Wellbeing Network (which covers the Calder & Luddendenfoot Wards); and the Ryburn Wellbeing Hub. It is a project clearly providing what is commonly termed "social prescribing".

The project is contracted to us from the Council who have an ongoing commitment to Staying Well. This has been the second year of a pan-Calderdale work-stream looking at integrating health & wellbeing for adults which has generated further investment into the Association to enable us to enhance our Staying Well delivery.

We had employed Suzanne Straughan as a Community Engagement Co-ordinator for the Upper Calder Valley under the Active Calderdale programme (within Calderdale MBC) during part of the year, but Suzy moved onto a new role in January 2023 and was not replaced because the original contract only ran until August 2023. Our path forward for dovetailing Active Calderdale with Staying Well has been made more complicated as a result. We continue to work collaboratively and positively with the Social Prescribing Linkworkers across the Upper Valley (who are employed by the local Primary Care Network of local GP practices) and have formed good relationships with the new community health & wellbeing workers employed by Healthy Minds as part of a wider project transforming mental health services across Calderdale. We continue to look for future collaboration(s) and joint-working in order to deliver benefits to the local community.

The data for Staying Well has been collected and monitored across Calderdale since April 2016 and we have far exceeded 650 referrals in the Upper Valley.

Staying Well & Active Calderdale are key strands of our Strategic Objective of widening our reach into the community outside the Town Hall.

In this year we received a philanthropic donation from the Crucible Foundation for the work of Staying Well. We expect to report on this more fully in 2023/2024.

A home for vibrant community activity

I think we can safely report that we have returned to something like pre-COVID closure levels of activity in this trading year. In particular we have seen increasing demand for weddings and receptions and have a number of regular business users for our rooms. The range and diversity of room hires continues to be very wide which is good news.

During 2022/2023 23 groups (2021/22 = 24 groups) used spaces in our building for regular weekly activities and public events. In addition to the weekly groups, another 5 groups (2021/2022 9 groups) used our spaces for monthly meetings, including a Sound Bath session, a Shamanic Drumming group, and a new drop in bereavement café. Another 122 groups (2021/2022 = 83) used our rooms for ad-hoc events. For example, the Hebden Bridge Literary & Scientific society lectures are often a sell-out, attracting over 120 attendees. A local boutique held a fashion show in the Hall which was also a sell-out. Other users include Huddersfield University Students (who were in consultation with local residents); Leeds Adoption Service used a room for interviews on several occasions; and Wuthering Bytes returned, after a break of a couple of years, to hold an IT conference over several days.

In 2018/2019, by comparison these two headline figures were 40 regulars (not split weekly and monthly) and 107 ad-hoc hirers.

We are pleased with the diversity of the community groups using the Town Hall and we are delighted to host such a wide range of activities suitable for all ages, stages and interests. There remain a range of activities for everyone from the community. We are also pleased, as ever, and in spite of everything, to have several groups try out new initiatives in the Town Hall. This year a new group has been meeting weekly for a group meditation session. Another new group is the Junior Chess Club who meet after school.

It is vital that we continue to offer support to a wider range of community activity: acting as a broker; making relevant introductions between voluntary groups, individuals and businesses and helping them to share information and skills; supporting groups to develop and grow; and creating an environment where new collaborations can develop and grow.

Families use our spaces to come together and celebrate important occasions or to remember loved ones. In 2022/23 we hosted:

- 15 wedding ceremonies, 8 of which had wedding receptions (2021/2022 = 17 & 2 respectively) and 7 of which had drinks/bar
- 1 civil partnership
- 8 birthday and anniversary parties (2021/2022 = 3)
- 9 memorial events (2021/2022 = 10)
- 7 other parties (2021/2022 = 1)
- 1 blessing ceremony

Our building fulfils an important civic function. Hebden Royd Town Council is based at The Town Hall and, along with Erringden, Wadsworth, Blackshaw Head and (much less frequently) Heptonstall Parish Councils, use our spaces regularly for full council and committee meetings.

This has been a transition year in our relationship with Calderdale Council as an anchor tenant in The Town Hall. The process is not complete, but we have a clear picture of the future and know that a new lease agreement will be finalised in 2023/2024.

In our report last year, we reported that Calderdale Council had moved the Neighbourhood Coordinator and Wardens (for Calder and Luddendenfoot Wards) out of the Town Hall and had vacated the touchdown space as well. The ad-hoc base for the Police followed shortly afterwards at the start of this year in autumn 2022. The rest of the year has been focussed on renovating these units: we cover this in more detail under *"Our Challenges"* below.

Festivals and special events

The Town Hall was born with the vision to make it the building into a centre of civic life – the range of special events held here over the years along with the building's role as the hub for many of Hebden Bridge's are testament to the delivery of this vision.

Some of the highlights this year have been: theatrical and musical productions from Heroica Theatre and the local Kings Troupe; Book Launches by Andrew Bibby and Kath Reade; a weekend Plathfest celebrating the life of Sylvia Plath (buried in Heptonstall graveyard in case you didn't know); a St Pol Striders Well-being event (St Pol striders are a relatively new running group aimed at women); we have hosted multiple markets – two of the ever popular Hebden Bridge WI Rag Markets, our annual Print Fair, several Vintage Fairs, Milltown Arts, Open Studios and various Christmas Fairs.

Exhibitions

During 2022/2023 we hosted 14 exhibitions each with a special connection to the area and to local people. These included:

- Community arts project of textiles by local groups and another of photographs by Verd de Gris
- Our now annual Christmas exhibition by Hebden Bridge Open Studios
- Pennine Heritage held an exhibition of Alice Longstaff photographs. The exhibition represented just some of the pictures that have been collected, restored and digitised by Pennine Horizons Digital Archive.
- We also hosted a "Deep Visions" exhibition of underwater photography by Jenny Stock. This was a fascinating exhibition which attracted a lot of visitors. Jenny has recently won Dive magazine's Big Shot photography competition again.

Our exhibition programme is designed to both bring a range of people into the building, often for the first time which introduces them to our building and our offer, and it provides interest and engagement for our regulars and visitors to the town.

Warm Space

One of the features of winter 2022/2023 was the wide-spread development of Warm Spaces in response to the impacts on the public of both the cost-of-living crisis including the massively increased cost of heating homes. We were successful in 3 funding bids which contributed to enabling us to run two different Warm Space offers over 2022/2023. We are grateful to the support of the Community Foundation for Calderdale, Hebden Royd Town Council and Calder Community Cares for their financial support.

The most visible impact was the development of a Public Living Room in our reception area. Public Living Rooms are an initiative of Camerados and are aimed at creating spaces where people are encouraged to meet and talk for free. We have been able to provide a free hot drink offer throughout winter 2022/2023 as a result of the generous funders.

"I wanted to send a few words to let you know how your Warm Space helped me last winter.

I moved back to live in Hebden last year having purchased a "doer upper" house which quickly overwhelmed me. While the builders were reconstructing the house, I had no hot water or heating for 18 months. I was also bereaved. I appreciated being able to bring my two Labradors to your Warm Space. I could keep warm and get a hot drink.

Apart from the practical help the Warm Space gave me, the staff were so friendly and that helped enormously. I hadn't lived alone for years - my children were away at uni - and I wasn't coping well with the isolation. I wondered sometimes what normal life used to be like. The Warm Space brought normal back to my life in Hebden. I was gradually able to return to writing my book and put on a reading at The Town Hall. Once again, the Town Hall provided the venue and did not charge me as an emergent writer.

I appreciated the coffee, warmth and friendship during a truly awful period. Many thanks."

The Town Hall Café Ltd

The Town Hall Café Limited was incorporated on 2nd February 2016 (Company No. 9981542) as a subsidiary of Hebden Bridge Community Association. This action was taken to ensure the Association continues to meet our charitable objectives and responsibilities. The Café reports accounts as a separate company: 2022/2023 is the eight year of trading (with 7 full years trading).

There is a detailed agreement setting out the relationship between Hebden Bridge Community Association and the Town Hall Café Limited originally signed off by the respective organisation's Boards in the autumn of 2016 which is updated annually and agreed by the respective Boards.

The Association retains ownership and responsibility for the capital assets of the Café and because of this considers the capital investment needs of the Café on an annual basis. In 2022/2023 the Association has purchased multiple items. The purchase of 3 items - another new commercial under-counter fridge, a new gas hob & oven, and a small "milk" fridge – was 50% funded by a grant from the West Yorkshire Combined Authorities *"Energy Price Emergency Grant"* scheme. In addition, HBCA has purchased the following new items: microwave, dishwasher, mobile bar-unit and a preparation counter fridge. Finally, HBCA has paid to purchase the title, to secure ownership of the Coffee Machine which had been on a lease agreement since October 2019.

Our goal is to take a proactive approach to capital asset replacement. On this basis our next priorities are to replace the oldest freezer.

The Association and the Café continue to invest in other improvements internally and externally in order to develop our Café and Catering offer. In the courtyard we would like to once again record that our friends at British Recycled Plastic have been extremely generous in donating us planters and we must also thank our volunteer Jane and her partner Ian who have done an amazing job in maintaining them throughout the year: thanks to all. Looking ahead we have tried several innovations in catering and bar delivery this past year with some success: we now feel confident to invest in these for the spring / summer 2024 events.

This has been a full year's trading in the Café and performance has been well above our expectations. We are delighted to record that the Café made a £10,700 surplus in the 2022/23 (See Note 11 in the accounts).

The Memorandum and Articles of Association of the Town Hall Café Limited set out that any profits of the Café shall be applied to either (i) create a general reserve for the continuation and development of the Company, or (ii) to make payments to Hebden Bridge Community Association.

The Café's surplus from 2022/2023 will be donated to the Association.

Supporting local businesses

Over the year we have continued to look for ways to support local businesses to grow and thrive starting with those who are business tenants and co-workers but also looking beyond to the wider local Hebden Bridge economy.

Our building includes offices and business units with high-speed fibre optic broadband. We have a full building with 34 units occupied at the end of 2022/2023.

We have operated for most of the year at the capacity of our co-working offer whilst we have been working towards the opening of a second space in one of the rooms in the old building formerly occupied by Calderdale MBC. This opened in September 2023 just after the end of this Financial Year and we expect to have a significant level of new sign-ups as a result.

Our tenant turnover has been quite low during most of the year but once again we end the year with the majority of our business tenants based in the creative and digital industries – in line with our ERDF grant requirements.

We upgraded our broadband line capacity at the start of the year and have spent time preparing for an upgrade to our firewall systems too: all of which is aimed at making the connectivity offer for our tenants and co-workers as good and smooth as we can make it.

We have not yet returned to new ways to support the local business community (like we used to with the Business Breakfasts): we've been busy and haven't forgotten!

Our role in the wider Community

- During 2022/2023 our Executive Director continued to serve on the Hebden Bridge & Mytholmroyd Town Development Board. This is a regular meeting bringing together Calderdale & Town Councillors, local businesses, and the voluntary and community sector to look at key issues affecting the local area – with a specific focus on the economy. Our Executive Director serves as a community representative.
- During the year we have been completing outstanding actions in respect of Hebden Bridge Partnership (which announced it's closure in March 2022): we received the balance of the Partnership's funds (£929.94); paid for the old website to be hosted whilst we finalise the best approach to it's archiving; merged the Partnership's mailing list with our own; and we have hosted two celebrations of community activity in October 2022 and March 2023 (the latter being an experiment to see if a bi-annual event would be helpful).
- Those familiar with Hebden Bridge's recent history will be aware of our flood story arising from the Boxing Day 2015 and February 2020 floods. We are ready to respond again should the need arise. Our Executive Director is a regular attendee at the Hebden Bridge Flood Alleviation Scheme meetings, again as a community representative. We continue to try and clarify our role and improve our ability to respond to near-miss flood events.

European Regional Development Fund

In our 2014/2015 report we set out the detailed outputs from our European Regional Development Fund (ERDF) project which was an investment of £1.25 million in the overall capital project of creating the modern extension to the existing Town Hall and invested funds to support the development of enterprise aspects of our development. In 2015/2016 & 2016/2017 we completed "Article 55" returns to ERDF: these were a method of ensuring the sound and efficient use of the EU budget and in particular to avoid grant funding more than is necessary in respect of revenue-generating projects when a loan might have been more appropriate. Those returns showed the Association had maintained delivery aligned to the original plans and within the tolerances of the grant funding requirements. We have not been asked to complete an Article 55 return since, but we continue to monitor and ensure we maintain alignment with the original plans for the life of the project which is up to 20 years.

Running our building and developing our team

During the year we have continued to work to improve our administrative systems and policies, develop our staff team, support our volunteers, and maintain the building.

We estimate an average daily footfall of 300ppl into the Town Hall, meaning an annual footfall of roughly 90,000. It is a daily challenge to keep the building in a good condition. The Trustees are grateful to our cleaner and caretaker Tom & Jo, our Facilities Co-ordinator James, and our Duty Officers who continue to deliver a clean and well-maintained building for all to enjoy.

In 2022/2023 we completed the following major refurbishment / repair projects:

- Using Community Foundation for Calderdale funds we have replaced the Solar Thermal tubes on the roof of the new building. This is part of a larger project to reduce the overall carbon footprint of the Town Hall. The thermal tubes' function is to raise the temperature of a cold-water tank in our basement meaning that it takes less power to heat the hot water used throughout the building.
- We completed some further repairs to the roof of the Old Building: specifically, the bay window of the Council Chamber to the front of the building. This is an area we have tackled before and thought we had resolved prior to the Chamber being completely redecorated in 2018/2019.
- This year we also have managed to replace another 8 of the original tables we use in our meeting rooms (we replaced 10 last year). These have been heavily used over the 10 years we have been open, and we are now able to remove those in the worst condition. Our plan is to replace another 8-10 in 2023-2024.
- The major refurbishment focus for the year was 3 units in the old building.

Day to day responsibility for the Association rests with the Executive Director: Graham Mynott. Over the course of 2022/2023, the Association employed Verity Herrington (Event Co-ordinator), James Cragg (Facilities Co-ordinator), Jo Norris (Caretaker); Christine Wright (Administrator) and Tom Lockett (Cleaner).

We have continued with our approach to our duty work - work outside office hours work, evenings, and weekends- which in the past had been undertaken by the core office staff. During this year we have employed Corrin Adams and Rick Hill as duty officers and engaged Sam Doty, Chris Mather, Jenny Dutson and Raluca Boboc as duty officers on a casual basis.

The following permanent Cafe staff were also employed during the year by the Association: Rebekah Cathcart & Amber Roberts (as Café Managers), Dave Glover, Kelly Western, Naomi Marshall and Sian Fawcett. We continue to have a regular and changing pool of casual staff who we call upon when necessary. We have continued to directly employ Ellie as our bookkeeper throughout the year.

This year we've invested in staff training covering First Aid at Work and Food Hygiene amongst others.

The staff team are supported in their work by our fantastic team of volunteers who lead on our reception function, welcoming people into the building. The building wouldn't (and doesn't) function as effectively without them.

In September 2022 we had 21 volunteers for reception duty. Over the course of the year, we lost a few; some moved away from the area and others took on other commitments. Following a successful recruitment campaign in the summer of 2022, we had a waiting list of potential volunteers from which we were able to restore capacity. More recently we have received more interest from potential volunteers.

One of our reception volunteers also looks after the plants in the courtyard and on the terraces, with the help of her partner.

"I joined the volunteer reception desk team several years ago and have found it a most interesting and rewarding role – even somewhat challenging when on one occasion I was asked "have you found my husband yet?" A lifetimes interest in gardening somehow led me to looking after the planters and perennials etc in the courtyard and on the terraces. With co-opted help from my husband and great support from staff we have adopted the task with enthusiasm!! Alongside flowering plants we ventured into growing some vegetables and herbs for use by the Café and others and ..... with a deal of success this year plan to further experiment next year. Feedback from everyone has been most positive and hopefully we shall continue. Eden Project here we come!!
Jane Thompson Hague

The Trustees would like to extend grateful thanks to all our Volunteers for their time and commitment.

The Trustees also wanted to specifically thank Jan Scott & Sharon Slade who have continued to offer wonderful support to both the staff team and the volunteer team throughout the year.

During this year our financial procedures and the facilities management has continued the annual process of improvement and refinement, and as a board of trustees we work with monthly management accounts to keep on top of financial performance.

Our facilities coordinator scrutinises maintenance contacts and building overheads at contract renewal and the staff team work to keep office costs to a minimum.

Our challenges

We outline our strategic thinking looking forward in the *"What Next"* section below.

We have three main challenges going forward.

Firstly, the continuing need to restore the old building. The fabric of the building still needs much attention, and we want to increase wider public usage. In our report last year, we detailed our Project Development Plans (funded by the Architectural Heritage Fund) and are still working on the next stage which will be a major funding bid. We have made slower progress than anticipated on the bigger project whilst we have focussed on the renovations of 3 units in the old building that Calderdale MBC and the Police have vacated.

We know that each stage of that renovation project has been a step towards the larger vision for the whole building. We have been able to undertake some future-proofing work in these units and in the building (which we won't need to complete in the whole building renovation), notably around data cabling. All the works are complete, and we are already using the old building in different ways as a result. There is still much to be done to reach dilapidation settlement with Calderdale MBC and setting out the new lease terms – but a lot of background work has been done. We expect to complete all of that in 2023/2024.

Our attention can now turn to the much larger project: taking forward our plans for old building developed by Chambers Conservation (our Architects). This will involve a major funding application which will also be progressed in 2023/2024. We hope to be able to make announcements at our AGM.

Secondly: financial sustainability. Incredibly it's nearly 4 years since we put in place a new sustainable loan agreement with Calderdale MBC which replaced the arrangements, we had with Social Investment Business. This has undoubtedly made our baseline position more stable, but the year-on-year external impacts continue. You will be able to see in the detail of these Accounts the impact of the price increases for gas and electricity over the course of this year: we have ended up spending just under £26,000 more on electricity in this Financial Year compared to last. We expect some of this strain to continue into 2023/2024 but we do at least have contracts fixed through until the end of 2024 now.

This then puts the emphasis on cost saving in respect of utilities and drives the priority for further improvements to the Town Hall's energy efficiency: so, our third priority is sustainability in the widest sense. We are also driven by the desire to reduce our carbon emissions. There have been multiple strands to this over the course of the year and whilst there has been some progress (installing new solar thermal tubes which reduce our gas usage for hot water), most of the progress will be in 2023/2024 with a wholesale LED replacement programme amongst other things. We are hugely grateful to the Community Foundation for Calderdale from their Climate Emergency fund which we secured in summer 2022 for substantial funds to complete these projects but we are also investing heavily from our own resources.

All of these directly affect the sustainability of the Association and are in the forefront of the Trustee's minds.

What next?

Our current Strategic Plan for 2022-2024 has 3 strategic objectives:

- Widen our reach with the Community through the continuation and development of the Staying Well & Active Calderdale work; building on the legacy of Hebden Bridge Partnership and our commitments to continue their work; securing our role as a community hub (including our position as an emergency hub for Hebden Bridge); and further developing our membership scheme.
- Create an environment to enable businesses to thrive here through maintaining the quality of our business unit offer; delivering and maintaining our new co-working package and taking advantage of opportunities to expand the space we make available for this within the building; and continuing to develop our wider relationships with local business groups in the town and across the District.

- Keep the Town Hall operating successfully with a focus on our long-term viability through further developments to enhance the event, catering and room hire offer we make and taking forward the options arising from our AHF funded Project Development work on the old building.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a company, limited by guarantee, as defined by the Companies Act 2006. The company was incorporated on 1 September 2008 and received charitable status on 19 January 2009. 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.

Recruitment and appointment of new trustees

The directors of the company are also charity trustees of the Association and are elected by the membership of the Association. Trustees normally serve a three-year term and can serve a maximum of two terms before standing down for at least a year. Up to two co-options may be made by the Board at any one time before co-opted Trustees formally join the Board at the next available AGM.

All trustees give their time voluntarily and receive no benefit from the charity. Any expenses reclaimed are set out in note X to the accounts. The trustees try to maintain a broad set of skills on the Board and bring a good range of experience to the role.

As can be seen under the *Reference and Administrative Details* at the start of this report we have said goodbye to Julia Woodhouse from our Board in March 2023. In anticipation of this we started a recruitment process at the 2023 AGM in the spring and have secured two new Trustees (Paul Guy & Sue Barlow): their appointments are being formally recorded at the start of 2023/2024 and we hope confirmed at the forthcoming AGM.

The current Trustees would like to put on record their thanks to Julia who served so ably during her time on the Board.

At the forthcoming AGM (scheduled for March 2024) 1 current Trustee will come to the end of their term but is eligible to stand again if they wish to do so. The Trustees always welcome speaking to interested parties about joining the Board.

Induction and training of new trustees

New trustees receive an induction pack of information, providing the Memorandum and Articles, the latest Financial Statements, Policies and other governance documentation and usually have discussions one-to-one with the Chair and also with the Executive Director. All trustees are pointed to the Charities Commission guidance on the obligations and responsibilities of charity trustees and to Companies House for guidance on the obligations and responsibilities of company directors.

Organisational structure

The board of trustees meets on a regular basis, and 8 board meetings were held in the period 1st September 2022 – 31st August 2023. In addition, an officer's group consisting of the Chair(s), Treasurer & Company Secretary also meet regularly during the year to help manage and set the agenda. The Board can also meet informally from time to time and for training as required: but there were none during 2022/2023.

The Executive Director (who is not a trustee or director of the charity but is the Company Secretary) reports to the Trustees at every meeting providing written reports on progress in all areas of the Charity.

The Trustees continue to receive information regarding the performance of the subsidiary: The Town Hall Café Limited (Company No. 9981542) on a regular basis. The Executive Director is a Director of the Café and one of the Trustees takes an overview. The Café has its own Board meetings as well.

Pay Policy

The board of trustees consider the pay of the Executive Director and staff team annually, considering the nature of the charity, the overall financial position and benchmarking to similar roles in similar organisations where possible. Benchmarking was last conducted during 2021/2022 for some roles in the organisation. A formal written Pay Policy was adopted during 2020/2021.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Board last undertook a risk management assessment in preparing the 2022-2024 Strategic Plan. This included consideration of the Charity Commission's latest guidance on the subject.

Policies are created and reviewed to ensure that risks are considered and managed, and staff, volunteers and Town Hall users are provided with information on health and safety. Our policy review process is an ongoing priority in 2023/2024.

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charity's objects are:

1. To further or benefit the residents of Hebden Bridge and the neighbourhood, without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating together the said residents and the local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities in the interests of social welfare for recreation leisure time occupation with the objective of improving the conditions of life for the residents.

2. To promote for the benefit of the public the urban or rural regeneration in areas of social and economic deprivation and in particular in Hebden Bridge and the neighbourhood by all or any of the following means:
    - the provision of financial assistance, technical assistance or business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help (a) in setting up their own business or (b) to existing businesses,
    - the creation of training and employment opportunities by the provision of workspace, buildings, and / or land for use on favourable terms
    - the maintenance, improvement, or provision of public amenities
    - the preservation of buildings or sites of historic or architectural importance
    - the provision of recreational facilities for the public at large and / or those who by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances have need of such facilities.
    - the protection or conservation of the environment

The Trustees complete an annual exercise to consider whether the objects remain appropriate: no amendments were considered necessary during 2022/2023. The Trustees consider that the Staying Well project's reach across 4 Calderdale wards is within the charity objects.

Ensuring our work delivers our aims

Hebden Bridge Community Association's main document providing the framework for our Trustees to review our aims, objectives and progress on a regular basis is our Strategic Plan 2022-2024.

Future income and capital needs

We seek to maximize our income from all our revenue streams:

- the hire of our spaces to both community and business users
- business unit rental and co-workers using our hot-desking facilities.
- grant, trust and contract income along with other fundraising activity
- profit distribution from The Town Hall Café Limited (which is a subsidiary company that distributes profits back to the Association)

Calderdale Council has continued to be an anchor tenant in the old building (initially this was a 10-year agreement which ended in April 2020 and the Council continuing holding over on this lease agreement under the same terms and conditions thereafter). As detailed elsewhere in this report 2022/2023 is a transition year and we expect to settle a new lease agreement in 2023/2024 (albeit for a lower price and lower occupancy than originally).

The resources available to HBCA will always be limited by the number of available business units and hireable spaces and so the charity relies on grants and donations to generate additional funds, for example for capital improvements to the building.

Since February 2020, the Charity has managed loan commitments with Calderdale MBC as they have fallen due.

The trustees have looked at the requirements of the charity and agreed a reserves policy which seeks to build up general unrestricted funds to a position where they represent twelve months' operational costs. This would enable the charity to continue the current activities for a short term in the event of a significant drop in income (see also under *Financial Review*, below)

Plans for the future

The Association's plans are set out in the Strategic Plan 2022-2024. The Trustees continue to aim to prioritise the application for grants and other funds to supplement the operational income from the Town Hall over the next 12 months.

Public benefit

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the Association's aims and objectives and in planning future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

FINANCIAL REVIEW

Reserves policy

The Board of Trustees reviews Hebden Bridge Community Association's reserves policy annually. There are two categories of reserves: the General Fund and Restricted Funds.

General Fund

In considering the level of the General Fund that Hebden Bridge Community Association should aim to hold, a range of factors needs to be considered including the main risks to the organisation. The overall aim is to distribute funds quickly to our charitable activities, whilst maintaining a prudent level of reserves to ensure stability and flexibility. It is assumed that on occasions fluctuations will occur in both income and requirements for funding which cannot be fully anticipated in the planning process. Therefore, Hebden Bridge Community Association has established a reserves policy whereby general unrestricted funds which have not been designated for specific purposes should be at least 12 months of expenditure.

The Board has also identified 3 areas where funds previously identified as general unrestricted should now be designated for specific purposes and recorded as such in Hebden Bridge Community Association's Accounts:

- In the light of the Boxing Day 2015 and February 2020 floods and our continuing inability to secure insurance cover for our basement contents, the Board have a goal to establish a designated Flood Fund of £45,000. As at 31 August 2023 the balance of this fund was £15,000 (£17,500 as at 31st August 2022). The Association has not been "out of pocket" in the aftermath of the Boxing Day 2015 or February 2020 floods: this fund has been designated because we cannot be certain that we will be so fortunate in the future.
- The Board have a long-standing commitment to designate a property reserve fund to allow for future replacement costs once the initial depreciation charges arising from the new build tailed off. In addition, as identified elsewhere, the Association continues to identify issues with the fabric of the old and new parts of the Town Hall. As a result of these the Board have a goal to establish a Property Reserve Fund of £101,186 (representing £53,086 for the old Town Hall and £48,100 for the new). As of the 31st August 2023 £33,000 has been allocated (£19,000 for the Old Town Hall & £14,000 for the new): at 31st August 2022 this was £33,000 in total, split £19,000 and £14,000 respectively).
- Café Fixed Assets – the fixed assets in the Café remain in the ownership of Hebden Bridge Community Association. The Café makes a monthly payment (as detailed in the annually updated agreement between Hebden Bridge Community Association and the Town Hall Café Limited). This was originally based on analysis of the cost of all Café-related assets to date. The Association has completed its scheduled year-end exercise of comparing the Fixed Asset charged to the Café against the actual Fixed Asset depreciation. As at 31st August 2023 the cumulative surplus arising for HBCA is £3,716.21 (2021/2022: £2,810.97 cumulative). This designated fund was not drawn upon during 2022/2023.

The charity continues to try to identify and exploit opportunities to develop unrestricted funding, with an emphasis on continuing to diversify the income streams Hebden Bridge Community Association accesses through further developing the charity's contracting and commissioning of services and increasing our fundraised income. The aim is for Hebden Bridge Community Association to increase the level of commissioned income, corporate income, individual giving and events income and thereby generate sufficient income to maintain our loan repayments due and enable us to deliver a programme of improvements to the old building over the coming years.

Restricted Funds

Restricted funds are subject to specific conditions imposed by donors. We aim to minimise the levels of restricted funds, but balances arise due to timing differences between receipt of the income and expenditure on the specified purpose.

Most restricted funds have a relatively short timescale for spending, but these timescales don't always fit neatly into our financial years, so are often unspent funds at the Year End. The ERDF restricted fund operates very differently and will remain on our books for some time.

Principal Funding Sources

The Trustees aim to prioritise applications for grants and other funds to supplement the operational income from the running of the Town Hall over the next 12 months.

During this year the Trustees have maintained an investment of £100,000 cash reserve.

STATEMENT OF TRUSTEES RESPONSIBILITIES

The trustees (who are also the directors of Hebden Bridge Community Association Ltd for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and the United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will in business.

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS
The auditors, Cresswells Accountants (UK) Limited will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 14th March 2024 and signed on its behalf by:

Jane Morris

J Morris – Trustee / Director / Chair

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

Opinion

We have audited the financial statements of Hebden Bridge Community Association Ltd (the 'charitable company') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures include the following:

- we obtained an understanding of the legal and regulatory frameworks applicable to the Company and the sector in which it operates. We determined the following laws and regulations were most significant: The Companies Act 2006, FRS102 and Health and Safety Act.
- we obtained an understanding of how the Company is complying with those legal and regulatory frameworks by making inquiries to the management.
- we assessed the susceptibility of the company's financial statements to material misstatement including how fraud might occur. Audit procedures performed by the audit team included:
- identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud.
- understanding how those charged with governance considered and addressed the potential of override of controls or other inappropriate influence over the financial reporting process.
- challenging assumptions and judgements made by management in its significant accounting estimates.
- identifying and testing journal entries.
- assessing the extent of compliance with the relevant laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Cresswells Accountants (UK) Limited
Chartered Accountants
and Statutory Auditors
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
12 Market Street
Hebden Bridge
West Yorkshire
HX7 6AD

Date: 14/3/24

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST AUGUST 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	30,738	178,473	209,211	156,167
Charitable activities	3				
Business		11,770	-	11,770	15,430
Fundraising Events		-	-	-	750
Tenants		205,231	-	205,231	192,204
Community		40,525	-	40,525	24,871
Weddings		23,990	-	23,990	18,271
Operational Unrestricted		35,222	-	35,222	23,049
Refurbishment & Improvements		3,367	-	3,367	-
Total		350,843	178,473	529,316	430,742
EXPENDITURE ON					
Charitable activities	4				
Fundraising Events		-	-	-	53
Tenants		151	-	151	142
Community		(345)	-	(345)	-
Weddings		(56)	-	(56)	(146)
Operational Unrestricted		337,188	9,443	346,631	253,703
CMBC - Staying Well From 01.07.16		-	30,517	30,517	27,666
Repairs		330	-	330	5,876
Refurbishment & Improvements		1,571	-	1,571	3,018
Regular Servicing		20,342	-	20,342	26,171
Co-Op Funds		-	-	-	(263)
Micro Commissioning TI		-	18,524	18,524	(12,282)
Tiss		-	-	-	15,415
Active Calderdale		-	16,930	16,930	34,751
Other Restricted		-	12,329	12,329	22,126
Architectural Heritage Fund		-	8,587	8,587	24,861
Welcome Back		-	-	-	4,913
Calderdale Ward Forum		-	-	-	466
Climate Emergency		-	2,500	2,500	-
Crucible		-	5,171	5,171	-
Total		359,181	104,001	463,182	406,470
NET INCOME/(EXPENDITURE)		(8,338)	74,472	66,134	24,272
RECONCILIATION OF FUNDS					
Total funds brought forward		2,313,272	1,059,984	3,373,256	3,348,984
TOTAL FUNDS CARRIED FORWARD		2,304,934	1,134,456	3,439,390	3,373,256

The notes form part of these financial statements

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

BALANCE SHEET
31ST AUGUST 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
FIXED ASSETS					
Tangible assets	11	2,709,600	1,012,594	3,722,194	3,729,331
Investments	12	1	-	1	1
		2,709,601	1,012,594	3,722,195	3,729,332
CURRENT ASSETS					
Debtors	13	56,875	-	56,875	48,582
Cash at bank and in hand		169,765	143,150	312,915	274,377
		226,640	143,150	369,790	322,959
CREDITORS					
Amounts falling due within one year	14	(78,449)	(21,288)	(99,737)	(109,034)
NET CURRENT ASSETS		148,191	121,862	270,053	213,925
TOTAL ASSETS LESS CURRENT LIABILITIES		2,857,792	1,134,456	3,992,248	3,943,257
CREDITORS					
Amounts falling due after more than one year	15	(552,858)	-	(552,858)	(570,001)
NET ASSETS		2,304,934	1,134,456	3,439,390	3,373,256
FUNDS	17				
Unrestricted funds				2,304,934	2,313,272
Restricted funds				1,134,456	1,059,984
TOTAL FUNDS				3,439,390	3,373,256

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st August 2023.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for
(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each 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 financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

The financial statements were approved by the Board of Trustees and authorised for issue on 14th March 2024 and were signed on its behalf by:

Jane Morris
.....
J Morris - Trustee

The notes form part of these financial statements

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST AUGUST 2023

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	1	106,613	68,851
Interest paid		(14,669)	(12,605)
Net cash provided by operating activities		91,944	56,246
Cash flows from investing activities			
Purchase of tangible fixed assets		(36,264)	(40,638)
Sale of tangible fixed assets		1	-
Net cash used in investing activities		(36,263)	(40,638)
Cash flows from financing activities			
Loan repayments in year		(17,143)	(17,143)
Net cash used in financing activities		(17,143)	(17,143)
Change in cash and cash equivalents in the reporting period		38,538	(1,535)
Cash and cash equivalents at the beginning of the reporting period		274,377	275,912
Cash and cash equivalents at the end of the reporting period		312,915	274,377

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT FOR THE YEAR ENDED 31ST AUGUST 2023

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net income for the reporting period (as per the Statement of Financial Activities)	66,134	24,272
Adjustments for:		
Depreciation charges	42,090	48,552
Loss on disposal of fixed assets	1,310	-
Interest paid	14,669	12,605
(Increase)/decrease in debtors	(8,294)	14,610
Decrease in creditors	(9,296)	(31,188)
Net cash provided by operations	106,613	68,851

2. ANALYSIS OF CHANGES IN NET DEBT

	At 1.9.22 £	Cash flow £	At 31.8.23 £
Net cash			
Cash at bank and in hand	274,377	38,538	312,915
	274,377	38,538	312,915
Debt			
Debts falling due within 1 year	(17,143)	-	(17,143)
Debts falling due after 1 year	(570,001)	17,143	(552,858)
	(587,144)	17,143	(570,001)
Total	(312,767)	55,681	(257,086)

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST AUGUST 2023

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Long leasehold	- over the term of the lease
Fixtures and fittings	- 25% on cost
Computer equipment	- 25% on cost

Taxation
The charity is exempt from corporation tax on its charitable activities.

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

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Social investments loans
All loans deemed as social investment loans are initially recognised and measured at the amount received or paid, with the carrying amount adjusted in subsequent years to reflect repayments, any accrued interest and adjusted if necessary for any impairment.

continued...

2. DONATIONS AND LEGACIES

	2023	2022
	£	£
Donations	3,526	14,481
Grants	205,685	141,686
	209,211	156,167

Grants received, included in the above, are as follows:

	2023	2022
	£	£
CMBC - Staying Well	29,375	23,446
Other Operational Unrestriced	12,241	7,737
Micro Commissioning TI	7,258	7,055
Business Recovery Grant	-	(2,500)
Active Calderdale	18,779	34,752
Other Restricted	34,146	21,580
Architectural Heritage Fund	8,972	21,840
Calderdale Ward Forum	-	466
Welcome Back	-	4,913
Climate Emergency	(10,750)	21,817
Flood Insurance	-	580
Warm Spaces	2,847	-
Crucible	50,000	-
Other grants	52,817	-
	205,685	141,686

continued...

3. INCOME FROM CHARITABLE ACTIVITIES

	Tenants	Business	Community	Weddings
	£	£	£	£
Rental income & room hire	191,162	11,770	40,525	23,990
Recharge of facilities	14,069	-	-	-
Other income	-	-	-	-
	205,231	11,770	40,525	23,990

	Fundraising	Operational	Refurbish	2023
	£	£	£	£
Rental income & room hire	-	864	-	268,311
Recharge of facilities	-	19,806	3,367	37,242
Other income	-	15,132	-	15,132
	-	35,802	3,367	320,685

	2022
	£
Rental income & room hire	243,534
Recharges of facilities	17,114
Other income	13,927
	274,575

continued...

4. CHARITABLE ACTIVITIES COSTS

Direct costs

	CMBCStaying Well £	Other - Restricted £	Operational £	Calderdale Ward Forum £
Staff costs	18,200	2,488	134,541	-
Building - Utilities	-	-	60,474	-
- Maintenance	-	-	52,870	-
General expenses	12,317	7,702	34,342	-
Catering and bar expenses	-	-	-	-
Computer expenses	-	75	16,381	-
Bank charges and interest	-	-	16,837	-
Depreciation	-	-	43,400	-
	30,517	10,265	358,845	-

	Active Calderdale £	Micro-commissioning £	Architectural Heritage £	WelcomeBack £
Staff costs	13,647	-	1,007	-
Building - Utilities	-	-	-	-
- Maintenance	-	-	-	-
General expenses	3,283	3,891	7,580	-
Catering and bar expenses	-	-	-	-
Computer expenses	-	-	-	-
Bank charges and interest	-	-	-	-
Depreciation	-	-	-	-
	16,930	3,891	8,587	-

	Climate mergency £	2023 £	2022 £
Staff costs	-	169,883	174,915
Building - Utilities	-	60,474	29,723
- Maintenance	-	52,870	37,247
General expenses	2,500	71,615	80,525
Catering and bar expenses	-	-	-
Computer expenses	-	16,456	19,403
Bank charges and interest	-	16,837	16,106
Depreciation	-	43,400	48,551
	2,500	431,535	406,470

continued...

5. GRANTS PAYABLE

	2023	2022
	£	£
Micro Commissioning TI	9,443	-

6. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Operational Unrestricted	12,605	14,894	27,499
CMBC - Staying Well From 01.07.16	-	2,427	2,427
Other Restricted	2,064	-	2,064
Architectural Heritage Fund	-	7,580	7,580
Climate Emergency	-	2,500	2,500
	14,669	27,401	42,070

Support costs, included in the above, are as follows:

Management

	Operational Unrestricted	Other Restricted	2023 Total activities	2022 Total activities
	£	£	£	£
Bank loan interest	12,605	2,064	14,669	12,605

Governance costs

	Operational Unrestricted	CMBC - Staying Well From 01.07.16	Architectural Heritage Fund
	£	£	£
Auditors' remuneration	3,642	-	-
Accountancy & bookkeeping fees	6,546	2,427	-
Legal fees	4,706	-	7,580
	14,894	2,427	7,580

	Climate Emergency	2023 Total activities	2022 Total activities
	£	£	£
Auditors' remuneration	-	3,642	2,727
Accountancy & bookkeeping fees	-	8,973	14,654
Legal fees	2,500	14,786	20,646
	2,500	27,401	38,027

continued...

7. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2023	2022
	£	£
Auditors' remuneration	3,642	2,727
Depreciation - owned assets	42,090	48,551
Deficit on disposal of fixed assets	1,310	-

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st August 2023 nor for the year ended 31st August 2022.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31st August 2023 nor for the year ended 31st August 2022.

9. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	155,838	160,659
Social security costs	6,763	7,734
Other pension costs	7,282	6,522
	169,883	174,915

The average monthly number of employees during the year was as follows:

	2023	2022
Catering	10	10
Cleaning	2	3
Administration	12	10
	24	23

No employees received emoluments in excess of £60,000.

The Remuneration of the executive director (who is neither a board member or trustee) was £34,934 (2022 £34,236).

Circa £110K of staff costs were incurred in reflection to the subsidiary company and as such these costs have been transferred to the subsidiary.

continued...

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	22,217	133,950	156,167
Charitable activities			
Business	15,430	-	15,430
Fundraising Events	750	-	750
Tenants	192,204	-	192,204
Community	24,871	-	24,871
Weddings	18,271	-	18,271
Operational Unrestricted	23,049	-	23,049
Total	296,792	133,950	430,742
EXPENDITURE ON			
Charitable activities			
Fundraising Events	53	-	53
Tenants	142	-	142
Weddings	(146)	-	(146)
Operational Unrestricted	253,703	-	253,703
CMBC - Staying Well From 01.07.16	-	27,666	27,666
Repairs	2,136	3,740	5,876
Refurbishment & Improvements	3,018	-	3,018
Regular Servicing	24,671	1,500	26,171
Co-Op Funds	-	(263)	(263)
Micro Commissioning TI	-	(12,282)	(12,282)
Tiss	-	15,415	15,415
Active Calderdale	-	34,751	34,751
Other Restricted	-	22,126	22,126
Architectural Heritage Fund	-	24,861	24,861
Welcome Back	-	4,913	4,913
Calderdale Ward Forum	-	466	466
Total	283,577	122,893	406,470
NET INCOME	13,215	11,057	24,272
RECONCILIATION OF FUNDS			
Total funds brought forward	2,300,057	1,048,927	3,348,984
TOTAL FUNDS CARRIED FORWARD	2,313,272	1,059,984	3,373,256

continued...

11. TANGIBLE FIXED ASSETS

	Long leasehold £	Fixtures and fittings £	Computer equipment £	Totals £
COST				
At 1st September 2022	4,009,236	180,451	67,952	4,257,639
Additions	20,928	15,107	229	36,264
Disposals	-	(3,255)	-	(3,255)
At 31st August 2023	4,030,164	192,303	68,181	4,290,648
DEPRECIATION				
At 1st September 2022	324,195	144,991	59,122	528,308
Charge for year	32,985	4,801	4,304	42,090
Eliminated on disposal	-	(1,944)	-	(1,944)
At 31st August 2023	357,180	147,848	63,426	568,454
NET BOOK VALUE				
At 31st August 2023	3,672,984	44,455	4,755	3,722,194
At 31st August 2022	3,685,041	35,460	8,830	3,729,331

12. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
MARKET VALUE	
At 1st September 2022 and 31st August 2023	1
NET BOOK VALUE	
At 31st August 2023	1
At 31st August 2022	1

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies include the following:

The Town Hall Café Limited
Registered office: Hebden Bridge, Town Hall, St George Street, Hebden Bridge, HX7 7BY
Nature of business: Café

Class of share:	% holding
Ordinary	100

	2023 £	2022 £
Aggregate capital and reserves	16,776	8,773
Profit for the year	10,700	2,697

continued...

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Trade debtors	38,341	15,422
Amounts owed by group undertakings	1,134	9,011
Other debtors	708	662
Prepayments and accrued income	16,692	23,487
	56,875	48,582

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Other loans (see note 16)	17,143	17,143
Trade creditors	10,044	21,589
Social security and other taxes	2,616	4,373
VAT	8,731	6,215
Other creditors	33,606	10,374
Accruals and deferred income	27,597	49,340
	99,737	109,034

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2023	2022
	£	£
Other loans (see note 16)	552,858	570,001

16. LOANS

An analysis of the maturity of loans is given below:

	2023	2022
	£	£
Amounts falling due within one year on demand:		
Calderdale MBC loan	17,143	17,143
Amounts falling between one and two years:		
Calderdale MBC loan	17,143	17,143
Amounts falling due between two and five years:		
Calderdale MBC	15,000	15,000
Calderdale MBC loan	51,429	51,429
	66,429	66,429
Amounts falling due in more than five years:		
Repayable by instalments:		
Calderdale > 5yrs	15,000	15,000
Calderdale MBC loan	454,286	471,429
	469,286	486,429

continued...

17. MOVEMENT IN FUNDS

	At 1.9.22 £	Net movement in funds £	At 31.8.23 £
Unrestricted funds			
General fund	1,840,479	(8,338)	1,832,141
Designated fund	427,793	-	427,793
Flood Fund	15,000	-	15,000
Property Reserve	30,000	-	30,000
	2,313,272	(8,338)	2,304,934
Restricted funds			
ERDF	1,012,594	(8,503)	1,004,091
CMBC - Staying Well	(2,268)	(10,517)	(12,785)
Flood	580	(580)	-
Flood Stories	326	(326)	-
Co-Op Funds	2,222	(18)	2,204
Access Grant	1,061	(16)	1,045
Micro Commissioning TI	19,337	(11,267)	8,070
Active Calderdale	-	1,849	1,849
Other Restricted	7,336	3,410	10,746
Architectural Heritage Fund	(3,021)	3,021	-
Climate Emergency	21,817	(13,249)	8,568
Staying Well 2	-	48,125	48,125
40604 Active Calderdale	-	14,866	14,866
Warm Spaces	-	2,847	2,847
Crucible	-	44,830	44,830
	1,059,984	74,472	1,134,456
TOTAL FUNDS	3,373,256	66,134	3,439,390

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	350,843	(359,181)	(8,338)
Restricted funds			
ERDF	-	(8,503)	(8,503)
CMBC - Staying Well	13,125	(23,642)	(10,517)
Flood	-	(580)	(580)
Flood Stories	-	(326)	(326)
Co-Op Funds	-	(18)	(18)
Access Grant	-	(16)	(16)
Micro Commissioning TI	7,257	(18,524)	(11,267)
Active Calderdale	18,779	(16,930)	1,849
Other Restricted	15,739	(12,329)	3,410
Architectural Heritage Fund	11,608	(8,587)	3,021
Climate Emergency	(10,749)	(2,500)	(13,249)
Staying Well 2	55,000	(6,875)	48,125
40604 Active Calderdale	14,866	-	14,866
Warm Spaces	2,847	-	2,847
Crucible	50,001	(5,171)	44,830
	178,473	(104,001)	74,472
TOTAL FUNDS	529,316	(463,182)	66,134

continued...

17. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.9.21 £	Net movement in funds £	At 31.8.22 £
Unrestricted funds			
General fund	1,827,264	13,215	1,840,479
Designated fund	427,793	-	427,793
Flood Fund	15,000	-	15,000
Property Reserve	30,000	-	30,000
	2,300,057	13,215	2,313,272
Restricted funds			
ERDF	1,012,594	-	1,012,594
CMBC - Staying Well	1,951	(4,219)	(2,268)
Flood	3,740	(3,160)	580
Flood Stories	326	-	326
Co-Op Funds	1,959	263	2,222
Access Grant	1,942	(881)	1,061
Harnessing Power of Communities	1,500	(1,500)	-
Micro Commissioning TI	-	19,337	19,337
Tiss	15,415	(15,415)	-
Business Recovery Grant	2,500	(2,500)	-
Other Restricted	7,000	336	7,336
Architectural Heritage Fund	-	(3,021)	(3,021)
Climate Emergency	-	21,817	21,817
	1,048,927	11,057	1,059,984
TOTAL FUNDS	3,348,984	24,272	3,373,256

continued...

17. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	296,792	(283,577)	13,215
Restricted funds			
CMBC - Staying Well	23,447	(27,666)	(4,219)
Flood	580	(3,740)	(3,160)
Co-Op Funds	-	263	263
Access Grant	-	(881)	(881)
Harnessing Power of Communities	-	(1,500)	(1,500)
Micro Commissioning TI	7,055	12,282	19,337
Tiss	-	(15,415)	(15,415)
Business Recovery Grant	(2,500)	-	(2,500)
Active Calderdale	34,751	(34,751)	-
Other Restricted	21,581	(21,245)	336
Architectural Heritage Fund	21,840	(24,861)	(3,021)
Calderdale Ward Forum	466	(466)	-
Welcome Back	4,913	(4,913)	-
Climate Emergency	21,817	-	21,817
	133,950	(122,893)	11,057
TOTAL FUNDS	430,742	(406,470)	24,272

continued...

17. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.9.21 £	Net movement in funds £	At 31.8.23 £
Unrestricted funds			
General fund	1,827,264	4,877	1,832,141
Designated fund	427,793	-	427,793
Flood Fund	15,000	-	15,000
Property Reserve	30,000	-	30,000
	2,300,057	4,877	2,304,934
Restricted funds			
ERDF	1,012,594	(8,503)	1,004,091
CMBC - Staying Well	1,951	(14,736)	(12,785)
Flood	3,740	(3,740)	-
Flood Stories	326	(326)	-
Co-Op Funds	1,959	245	2,204
Access Grant	1,942	(897)	1,045
Harnessing Power of Communities	1,500	(1,500)	-
Micro Commissioning TI	-	8,070	8,070
Tiss	15,415	(15,415)	-
Business Recovery Grant	2,500	(2,500)	-
Active Calderdale	-	1,849	1,849
Other Restricted	7,000	3,746	10,746
Climate Emergency	-	8,568	8,568
Staying Well 2	-	48,125	48,125
40604 Active Calderdale	-	14,866	14,866
Warm Spaces	-	2,847	2,847
Crucible	-	44,830	44,830
	1,048,927	85,529	1,134,456
TOTAL FUNDS	3,348,984	90,406	3,439,390

continued...

17. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	647,635	(642,758)	4,877
Restricted funds			
ERDF	-	(8,503)	(8,503)
CMBC - Staying Well	36,572	(51,308)	(14,736)
Flood	580	(4,320)	(3,740)
Flood Stories	-	(326)	(326)
Co-Op Funds	-	245	245
Access Grant	-	(897)	(897)
Harnessing Power of Communities	-	(1,500)	(1,500)
Micro Commissioning TI	14,312	(6,242)	8,070
Tiss	-	(15,415)	(15,415)
Business Recovery Grant	(2,500)	-	(2,500)
Active Calderdale	53,530	(51,681)	1,849
Other Restricted	37,320	(33,574)	3,746
Architectural Heritage Fund	33,448	(33,448)	-
Calderdale Ward Forum	466	(466)	-
Welcome Back	4,913	(4,913)	-
Climate Emergency	11,068	(2,500)	8,568
Staying Well 2	55,000	(6,875)	48,125
40604 Active Calderdale	14,866	-	14,866
Warm Spaces	2,847	-	2,847
Crucible	50,001	(5,171)	44,830
	312,423	(226,894)	85,529
TOTAL FUNDS	960,058	(869,652)	90,406

Designated fund
In 2010 the leasehold building known as Hebden Bridge Town Hall was gifted to the charity by CMBC the value of the gift in 2010 was £450,000.

Flood Fund
This fund has been designated to ensure that the association can met any uninsured costs incurred by future floods.

Property Reserve
This fund has been designated to allow for future replacement costs to buildings, plant equipment and fixtures.

ERDF
Is represented by grants received in order to aid the building of the extension to the town hall.

CMBC Staying Well
The Staying Well scheme was set up to ensure older people and people with dementia have somewhere to go to socialise and interact with others. The grants given are for the administration of this scheme within Hebden Bridge.

Flood Stories
This is a grant from Community Foundation for Calderdale which was given to tell stories about the flood including the Waving not Drowning Film, Flood Stories for the Map Chair and to tell HBCA's own story.

continued...

18. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st August 2023.

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST AUGUST 2023

	2023 £	2022 £
Governance costs		
Brought forward	12,615	17,381
Legal fees	14,786	20,646
	27,401	38,027
Total resources expended	463,182	406,470
Net income	66,134	24,272

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

England & Wales - Charity number 1127597

Accounts

REGISTERED COMPANY NUMBER: 06685276 (England and Wales)
REGISTERED CHARITY NUMBER: 1127597

REPORT OF THE TRUSTEES AND

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

FOR

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

Cresswells Accountants (UK) Limited
Chartered Accountants
and Statutory Auditors
12 Market Street
Hebden Bridge
West Yorkshire
HX7 6AD

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

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FOR THE YEAR ENDED 31 AUGUST 2022

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STRUCTURE, GOVERNANCE AND MANAGEMENT

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
06685276 (England and Wales)

Registered Charity number
1127597

Registered office
Hebden Bridge Town Hall
St George's Street
Hebden Bridge
West Yorkshire
HX7 7BY

Trustees
R D Needham Chairman (resigned 16.9.2021)
P Fraser (resigned 24.2.2022)
J Morris (Co-Chair from 16.9.2021, Chair from 10.11.2022)
J E M Woodhouse
W Lake
E M Cann (Co-Chair from 16.9.2021, resigned 10.11.2022)
A Gardner
R Swindlehurst (appointed 25.11.2021)
D Woolliscroft
R Blackwell (appointed 26.3.2022)

Company Secretary
G N Mynott

Auditors
Cresswells Accountants (UK) Limited
Chartered Accountants and Statutory Auditors
12 Market Street
Hebden Bridge
West Yorkshire
HX7 6AD

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 AUGUST 2022

Our Year – a message from the Trustees

This has been a busy year in so many respects: a full year's trading following the COVID-19 lockdowns in 2020/2021; a fully let building in terms of tenants; a bumper year for weddings, many of which had been postponed during COVID-19 lockdowns; we have celebrated the 10th anniversary of our opening ceremony in June 2012; delivered the bulk of a major project on the old building thanks to funding from the Architectural Heritage Fund (AHF); and delivered development work on our membership, marketing and communications.

The 10th anniversary celebrations, alongside the project work on the old building, has provided the shape for the whole year. It's been an opportunity to look back over 10 years and look forward to the next 10 years. We have been able to undertake extensive community consultation as part of the AHF project – primarily around the old building but we have gained insights too into how the Town Hall is regarded within the community and what priorities the community would like to see within the old building going forward.

The project work around the old building has also encouraged us to re-engage with Heritage Open Days in both 2021 and 2022: these take place in early September so have book-ended the year. Our Volunteers have undertaken several heritage tours for visitors during this time and we have substantially increased our available material on the heritage of the old building to support that.

The project work on the old building also led to a month-long exhibition, taking over our exhibition space. Titled *"Then, Now, Next"* it included heritage images of the old building, pictures of our life since our grand opening in 2012 and plans and drawings from the proposals that Chambers Conservation have developed for us. The Trustees were excited to share these with our community. The challenge of course is how we now deliver those proposals and where we find the funding to deliver them. This will carry through into 2022/2023 and we hope to have our outline plan of action ready for the AGM for this year.

This report also details some new developments in respect of Staying Well which mark a significantly increased role for the Association in health & wellbeing in the community in the short and longer term.

We have had fewer changes in the staff team so we can see the opportunities that stability brings.

We must however continue to look forward. We have new staff and Trustees in place, and they bring exciting skills and abilities. We must service our (relatively) new loan and manage our finances effectively in order to do so. We have a solid and sustainable financial model; our loan situation is manageable and we have detailed plans for the old building. We have a Strategic Plan for 2022-2024 and we will continue to focus on the same priorities:

- Widen our reach with the Community outside the Town Hall
- Create an environment that helps Businesses make new connections and thrive
- Keep the Town Hall operating successfully and keep focused on our long-term viability

We want to offer our thanks to all our hardworking team of staff and volunteers. We are also grateful to our members and the wider community in Hebden Bridge for their continuing support and deep-rooted belief in our long-term success.

Our story

In the autumn of 2012, the Hebden Bridge Community Association (HBCA) opened the doors to a new Town Hall in the heart of our vibrant town. The Town Hall, Hebden Bridge is the first asset-transferred community owned Town Hall and is a symbol of what a community can achieve when it pulls together with a common ambition and vision.

Grade II listed and dating from 1897, the Victorian part of our building originally housed the town's council offices. In 2008 the Hebden Bridge Community Association (HBCA) was formed as a charity and company limited by guarantee. Through an innovative asset transfer, the HBCA acquired the council offices from Calderdale Council. HBCA's vision was to transform, what was at the time, a barely used building falling into disrepair into a state-of-the-art centre for community and creative enterprise – putting it back at the centre of the town's civic life as The Town Hall.

HBCA went on to raise £3.7m for a major development on the site and the additions built in the 1960s were knocked down to create space for a major new modern extension that would sit alongside and complement the original building. In autumn 2012, a large new contemporary community and business building was opened offering a range of spaces for community, enterprise and recreational use.

Our vision: Innovative, creative, pioneering and enterprising. The Town Hall is the beating heart of Hebden Bridge's rich community, business and democratic life.

Our vision is to make The Town Hall, Hebden Bridge much more than just a building. We want the Town Hall to become known locally and nationally as a shining example of what can be achieved when people come together - united by a belief that people need each other, and that community is important.

What we do

The Town Hall is run by Hebden Bridge Community Association, for the benefit of the community. It is a place to collaborate, create, meet and celebrate.

Community is at the heart of what we do and who we are. Community-owned and managed by the Hebden Bridge Community Association, the Town Hall hosts and supports a diverse range of community activity. More than just a building, we act as a creative connector - making links, creating new partnerships and opening up exciting possibilities.

We're also home to a vibrant hub of knowledge intensive businesses. We work to help them to thrive and collaborate through business support, skills sharing and networking.

We welcome all into our building in the heart of Hebden Bridge where we offer:

- a range of spaces for community activities, meetings, celebrations
- 34 business units and a business lounge (hot-desking facility)
- a friendly, affordable cafe with riverside terrace
- special events, festivals and exhibitions

ACHIEVEMENTS AND PERFORMANCE

Staying Well & Active Calderdale

Staying Well started in January 2015 as a pilot project in Hebden Bridge before becoming an initiative now covering all 4 Upper Calder Valley wards: Calder, Luddendenfoot, Ryburn and Todmorden. It is a universal adult service focused on engaging vulnerable people with community solutions to reduce demand on more acute health & social care services.

Hebden Bridge Community Association directly manage two Calderdale Council staff who have been seconded to us to enable delivery of the project. Our Staying Well workers are currently Helen Doodson and Hayley Conlon. Tricia Astwood has continued as a sub-contractor throughout 2021/2022 but will be retiring at the end of the calendar year 2022.

Helen & Hayley receive referrals of clients, undertake one to one client work, and refer clients on into existing activities in the Upper Valley which meet their specific needs or wishes. They also work with community organisations across the patch to support them and connect them together. One way this is achieved is through supporting and developing broad networks of community organisations based on regular email updates and network meetings. There are three in our area: the Todmorden Wellbeing Network (previously co-ordinated by Healthy Minds Calderdale, but we will be taking over support in 2022/2023); the Valley Wellbeing Network (which covers the Calder & Luddendenfoot Wards); and the Ryburn Wellbeing Hub. It is a project clearly providing what is commonly termed "social prescribing".

The project is contracted to us from the Council who have an ongoing commitment to Staying Well. During the year a pan-Calderdale work-stream has been looking at integrating health & wellbeing for adults which will lead to further investment into the Association to enable us to enhance our Staying Well delivery. The details are not yet finalised.

We have continued to employ Suzanne Straughan as a Community Engagement Co-ordinator for the Upper Calder Valley under the Active Calderdale programme (within Calderdale MBC) during the year. Our contract runs until August 2023.

We are very keen to dovetail Active Calderdale with Staying Well and to work collaboratively with the Social Prescribing Linkworkers across the Upper Valley (who are employed by the local Primary Care Network of local GP practices); this has progressed well. In 2021/2022 a new project transforming mental health services started delivery locally working in partnership with Healthy Minds. We are also developing our collaborative work with this project and their local workers. We continue to look for future collaboration(s) and joint working to deliver benefits to the local community.

The data for Staying Well has been collected and monitored across Calderdale since April 2016 and we have far exceeded 650 referrals in the Upper Valley.

Staying Well & Active Calderdale are key strands of our Strategic Objective of widening our reach into the community outside the Town Hall.

A home for vibrant community activity

After the last two financial years, when we were heavily impacted by the COVID-19 pandemic and associated implications for public buildings like the Town Hall, including the Café, it has been a relief to return to "normal" opening and trading (we re-opened on the 17th May 2021 after COVID lockdowns), but that doesn't mean everything has returned as it was before.

We are definitely returning towards pre-COVID levels of activity, playing catch-up for lost time in respect of Weddings, and racing ahead in other areas.

During 2021/22, 24 groups (2020/2021 = 14) used spaces in our building for regular weekly activities and public events. In addition, another 9 groups (2021/2022 = 4) used our spaces for monthly meetings and 83 groups (2020/2021= 28) for ad-hoc events. It is interesting to recall that in 2018/2019, by comparison, these two figures were 40 regulars and 107 ad-hoc hirers...so we are getting there and community activity is returning.

We are pleased with the diversity of the community groups using the Town Hall and we are delighted to host such a wide range of activities suitable for all ages, stages and interests. There remain a range of activities for everyone from the community. We are also pleased, as ever, and in spite of everything, to have several groups try out new initiatives in the Town Hall. We see this as a way of offering support to a wider range of community activity: acting as a broker; making relevant introductions between voluntary groups, individuals and businesses and helping them to share information and skills; supporting groups to develop and grow; and creating an environment where new collaborations can develop and grow.

Families use our spaces to come together and celebrate important occasions or to remember loved ones. In 2021/22 we hosted:

- 17 wedding ceremonies and 2 wedding receptions (2020/2021 = 7 & 2 respectively),
- 3 birthday and anniversary parties (2020/2021 = 0),
- 10 memorial events (2020/2021 = 1)
- 1 other party (2020/2021 = 0)

Our building fulfils an important civic function. Hebden Royd Town Council is based at The Town Hall and, along with Erringden, Wadsworth, Blackshaw Head and (much less frequently) Heptonstall Parish Councils, use our spaces regularly for full council and committee meetings. These have returned from online to in-person during 2021/2022.

Calderdale Council remains an anchor tenant in The Town Hall, but change is coming. Towards the end of this year the Neighbourhood Coordinator and Wardens for the Calder and Luddendenfoot Wards moved out of the Town Hall and relocated in the offices opposite on Hangingroyd Lane and the touchdown space used by the Council was vacated. We are into a transition process in respect of the spaces they occupied and whilst we remain a base for the Calder Neighbourhood Policing Team, this is also likely to change over the coming year.

Festivals and special events

The Town Hall was born with the vision to make it the building into a centre of civic life – the range of special events held here over the years along with the building's role as the hub for many of Hebden Bridge's popular festivals over this time are testament to the delivery of this vision.

We reported last year that the COVID-19 pandemic, as you might expect, led to a quieter year but 2021/2022 returned with a wide and diverse range of special events. These included: our participation in the extensive valley-wide Light up the Valley celebrations before Christmas 2021 (we used multi-colour uplighters in rooms facing the front of the building, making a particular feature of the Council Chamber's magnificent ceiling); we hosted an ice-rink in our Courtyard in February; and our own Feelgood Festival initiated and organised by our Events Co-ordinator in April with a two day market place event attended by talking and physical therapists, healthy food and drink vendors. In addition, the usual eclectic mix of room hires, pop-up exhibitions and events spanned the year including: Bishop Simeon Trust; Northern Broadsides Theatre; Happy Valley Film Crew; Hebden Bridge WI Rag Market; Start-a-heart training in reception and a Co-operatives Conference. Not an exhaustive list but indicative of the range.

Whilst the larger Festivals did not return in their pre-COVID guise(s) in 2021/2022 it's been wonderful to work with Open Studios who are delivering a larger range of activity, the annual Print Fair was a huge success and we were delighted, as always to showcase Handmade Parade through an exhibition and looping their film *"We Are Here"* in the Hall. More positively still we are expecting the return of the Film Festival in 2023 and have also been supporting Hebden Bridge Arts (renamed from Hebden Bridge Arts Festival) in their preparations for their larger activity in 2023.

Exhibitions

During 2021/2022 we hosted 13 exhibitions each with a special connection to the area and to local people. These included:

- The works of local artists David Kennedy, Saima Kaur and Hannah Kerwin
- Our now annual Handmade Parade exhibition
- Our historical exhibitions included a Pennine Heritage exhibition – *Who Built Hebden Bridge?* and a celebration of the centenary of Hebden Bridge Picture House
- An exhibition featuring multiple artists from Hebden Bridge Open Studios and another leading up to our Annual Print Fair
- A photography exhibition detailing the lockdown experience of the carers of people living with Dementia in rural and semi-rural areas, supported by Manchester Institute for Collaborative Research on Ageing (MICRA) and the Centre for Ageing Better
- The annual photographic exhibition by the Hebden Bridge Camera Club was as popular as ever drawing locals and visitors into the Town Hall over the August Bank Holiday weekend
- We also hosted the photography exhibition *"After the Coal"* dust during the year

Our exhibition programme is designed to bring both a range of people into the building, often for the first time which introduces them to our building and our offer, and it provides interest and engagement for our regulars and visitors to the town.

The Town Hall Café Ltd

The Town Hall Café Limited was incorporated on 2nd February 2016 (Company No. 9981542) as a subsidiary of Hebden Bridge Community Association. This action was taken to ensure the Association continues to meet our charitable objectives and responsibilities. The Café reports accounts as a separate company: 2021/2022 is the seventh year of trading (with 6 full years trading).

There is a detailed agreement setting out the relationship between Hebden Bridge Community Association and the Town Hall Café Limited, originally signed off by the respective organisation's Boards in the autumn of 2016 and which is updated annually and agreed by the respective Boards.

The Association retains ownership and responsibility for the capital assets of the Café and because of this considers the capital investment needs of the Café on an annual basis. In 2021/2022 the Association has purchased: a new commercial under-counter fridge, an ice-cream freezer, and replaced the main oven in the Café (the latter has been funded by the retained Café Fixed Assets fund). The intention is to take a proactive approach to capital asset replacement. On this basis our next priorities are another commercial under-counter fridge to replace the oldest one in the kitchen and a replacement gas-oven.

The Association and the Café continue to invest in other improvements internally and externally in the courtyard to increase its attractiveness as a place to eat and drink. We should record that our friends at British Recycled Plastic have been extremely generous in donating us a rainbow picnic bench (to match the one we have hosted for a couple of years, which is strictly speaking the Town Council's): thanks folks.

This has been a full year's trading in the Café and initially there was huge uncertainty about the way that trade would recover: particularly when the Omicron COVID-19 variant was prevalent over winter 2021. It is therefore pleasing to record that the Café made a £2,696 surplus in the 2021/2022 (see Note 9 to the Accounts).

The Memorandum and Articles of Association of the Town Hall Café Limited set out that any profits of the Café shall be applied to either (i) create a general reserve for the continuation and development of the Company, or (ii) to make payments to Hebden Bridge Community Association.

The Café's surplus from 2021/2022 will be donated to the Association.

Supporting local businesses

Over the year we have continued to look for ways to support local businesses to grow and thrive starting with those who are business tenants and co-workers but also looking beyond to the wider local Hebden Bridge economy.

Our building includes offices and business units with high-speed fibre optic broadband. We have a full building with 34 units occupied at the end of 2021/2022. During this year we have revamped our former business associate offer into a co-working package with some streamlining of the offer and adding some additional options. It's been well-received, and our space is at capacity.

We are pleased to report that we ended the year fully let despite a fair turnover of tenants during the year. In the majority our business tenants are based in the creative and digital industries – in line with our ERDF grant requirements. Our fibre optic broadband connection allows them to connect all over the world.

We have not re-started our collaboration with the Federation of Small Businesses that previously delivered monthly business breakfasts open to the wider business community. These stopped in March 2020 and we are looking for new ways to support the local business community. One event of the type we would like to support delivered during the year was *"Sales for Non-Salespeople",* a training course being trialled by one of our tenants (the Professional Sales Association). Look out for more events and activities like this in the coming year.

Our role in the wider Community

- During 2021/2022 our Executive Director continued to serve on the Hebden Bridge & Mytholmroyd Town Development Board. This a regular meeting bringing together Calderdale & Town Councillors, local businesses, and the voluntary and community sector to look at key issues affecting the local area – with a specific focus on the economy. Our Executive Director serves as a community representative.
- In previous years we have reported on our joint-working alongside Hebden Bridge Partnership forging a common approach to community engagement in the local area – our members are predominantly individual residents and theirs are local community organisations, but we jointly wish to engage with and support the local community for the benefit of all. In March 2022 the Partnership decided to close permanently and the Association has agreed to take over some of their activities – notably hosting an annual celebration of all that is community activity in Hebden Bridge. The Partnership has also decided to donate the balance of its finances to the Association during 2022/2023 once the closure is completed. We will also be merging our respective mailing lists in 2022/2023.
- Those familiar with Hebden Bridge's recent history will be aware of our flood story arising from the Boxing Day 2015 and February 2020 floods. We are ready to respond again should the need arise. Our Executive Director is a regular attendee at the Hebden Bridge Flood Alleviation Scheme meetings, again as a community representative. We continue to try and clarify our role in near-miss flood events.
- Our role in emergency situations arose once again in the aftermath of the devastating fire in Burlees House in early August 2022: we are pleased to have been able to support local residents and emergency services in the early hours and have moved on to provide assistance and options for some of the displaced businesses.

European Regional Development Fund

In our 2014/2015 report we set out the detailed outputs from our European Regional Development Fund (ERDF) project which was an investment of £1.25 million in the overall capital project of creating the modern extension to the existing Town Hall and invested funds to support the development of enterprise aspects of our development. In 2015/2016 & 2016/2017 we completed "Article 55" returns to ERDF: these were a method of ensuring the sound and efficient use of the EU budget and in particular to avoid grant funding more than is necessary in respect of revenue-generating projects when a loan might have been more appropriate. Those returns showed the Association had maintained delivery aligned to the original plans and within the tolerances of the grant funding requirements. We have not been asked to complete an Article 55 return since, but we continue to monitor and ensure we maintain alignment with the original plans for the life of the project which is up to 20 years.

Running our building and developing our team

During the year we have continued to work to improve our administrative systems and policies, develop our staff team, support our volunteers, and maintain the building.

We estimate an average daily footfall of 300 people into the Town Hall, meaning an annual footfall of roughly 90,000. It is a daily challenge to keep the building in a good condition. The Trustees are grateful to our cleaner and caretaker Tom & Jo, our Facilities Co-ordinator James, and our Duty Officers who continue to deliver a clean and well-maintained building for all to enjoy.

In 2021/2022 we completed the following major refurbishment / repair projects:

- Using Power to Change *"Community Business Renewal"* funds we have finally made the kitchenette room adjacent to the Space into a useable kitchen with sink, handwash and a new access hatch from the Space itself. This adds considerably to the sort of events we can host in that room.
- We also used these funds to install a work-pod in our co-working space which makes a more private space for our users.
- We completed a revamp of our Waterfront Hall floor, with a complete sand and re-oil during our Christmas / New Year closure.
- We have addressed another section of coping stone replacement – we now have only two major sections left.
- This year we have managed to replace 10 of our rectangle tables (we have more than 30 tables all told). These have been heavily used over the 10 years we have been open and have been showing signs of wear for some time. It's been a considerable relief to replace the worst tables. Our plan is to replace another 8-10 in 2022-2023.

Day to day responsibility for the Association rests with the Executive Director: Graham Mynott. Over the course of 2021/2022, the Association employed Verity Herrington (Event Co-ordinator), James Cragg (Facilities Co-ordinator), Jo Norris (Caretaker); Christine Wright (Administrator) and Tom Lockett (Cleaner).

We have continued with our approach to our duty work - work outside office hours work, evenings and weekends- which in the past had been undertaken by the core office staff. During this year we said goodbye to Suzanne Hesselden, but have recruited well, appointing Corrin Adams, Sam Doty and Chris Mather as duty officers on annualised contracts. Chris had to leave during the year and was replaced by Rick Hill. In addition, we have added two casual duty officers.

The following permanent Cafe staff were also employed during the year by the Association: Rebekah Cathcart & Amber Roberts (as Café Managers), Dave Glover, Kelly Western, and Naomi Marshall. Hannah Polden-Bevan left our employment during the year and was replaced by Sian Fawcett who started with us in May 2022. We continue to have a regular and changing pool of casual staff who we call upon when necessary.

We have continued to directly employ a bookkeeper. Jim Murphy, who had been with us since the inception of the role in May 2019, left our employment during the year and was replaced by Ellie who started in June 2022.

This year we've invested in staff training covering First Aid at Work and Food Hygiene amongst others.

The staff team are supported in their work by our fantastic team of volunteers who lead on our reception function, welcoming people into the building. The building wouldn't (and doesn't) function as effectively without them. As is often the way there is an annual turnover: a larger than usual total of seven left this year for a variety of reasons including travelling, looking after family members or pursuing other interests and charity work. We advertised in the summer with initially limited success before being deluged with applications at the turn of our financial year. The Trustees would like to extend grateful thanks to all our Volunteers.

This year in addition to reception duties our volunteers have also conducted guided tours of the old building as part of Heritage Open Week in September 2021.

The Trustees also wanted to specifically thank Jan Scott & Sharon Slade who have continued to offer wonderful support to both the staff team and the volunteer team throughout the year.

During this year our financial procedures and the facilities management has continued the annual process of improvement and refinement, and as a board of trustees we work with monthly management accounts to keep on top of financial performance.

Our facilities coordinator scrutinises maintenance contacts and building overheads at contract renewal and the staff team work to keep office costs to a minimum.

Our challenges

We outline our strategic thinking looking forward in the *"What Next"* section below.

We have two main challenges going forward.

Firstly, the continuing need to restore the old building - the fabric of the building still needs much attention, and we would like to increase wider public usage. We have made steady progress with various small-scale refurbishment projects to parts of the old building, but over the last two years our success in securing grant funding has meant we could complete a feasibility study in summer 2020 and since early 2021, thanks to an Architectural Heritage Fund grant, we have been progressing a larger Project Development Grant project. This has an end date in October 2022 and has dominated our work this year.

This project has enabled us to take forward our preferred option arising from the Feasibility Study into (i) more detailed plans with Chambers Conservation, our Architects, including the engagement of Structural Engineers and Quantity Surveyor costings (ii) the recruitment of Anita Hollinshead, an external community engagement consultant, tasked with wide-ranging community engagement with particular attention on sections of the community who don't use the building that much (iii) and bringing these into a fully costed business plan to set out the most appropriate way forward for the project over the next 10+ years, whether through annual major works refurbishment programme(s) and/or sourcing significant capital funds to achieve our goals. This has been completed by Marc Collett, a tenant in the Town Hall. The fund also enabled dedicated staff time to support the community engagement.

The Project Development Grant culminated in an exhibition in the Town Hall in August 2022.

We are now in a very strong position to map out this project over the coming years. We hope to be able to make announcements at our AGM.

Secondly: financial sustainability. Our baseline position improved markedly with the sustainable loan agreement with Calderdale MBC in place since February 2020 and we continue to meet our commitments under this loan. We have successfully negotiated the first full year of trading since re-opening in May 2021 after the COVID-19 restrictions ended and it has been heartening this year to see our Room Hire income and Café trade rebound well.

Nevertheless, going into 2022/2023 we are faced with new challenges. The price of gas and electric is a huge cost in such a big building and whilst our gas contract runs until the end of 2023, our electricity contract ends in January 2023. In the latter part of 2021/2022, we secured major grant funding from the Community Foundation for Calderdale from their Climate Emergency fund which will enable us to completely overhaul our lighting by installing LED lights across the entire building. This, when combined with other measures, will make a substantial difference in addressing our costs, as well as our carbon footprint.

We remain mindful of the need to support our business tenants, which in turn maintains our occupancy levels. Occupancy has been good throughout 2021/2022: we will continue to support our tenants as much as possible going forward.

All these directly affect the sustainability of the Association and are in the forefront of the Trustee's minds.

What next?

Our current Strategic Plan for 2022-2024 has three strategic objectives:

- Widen our reach with the Community through the continuation and development of the Staying Well & Active Calderdale work; building on the legacy of Hebden Bridge Partnership and our commitments to continue their work; securing our role as a community hub (including our position as an emergency hub for Hebden Bridge); and further developing our membership scheme.

- Create an environment to enable businesses to thrive here through maintaining the quality of our business unit offer; delivering and maintaining our new co-working package and taking advantage of opportunities to expand the space we make available for this within the building; and continuing to develop our wider relationships with local business groups in the town and across the District.

- Keep the Town Hall operating successfully with a focus on our long-term viability through further developments to enhance the event, catering and room hire offer we make and taking forward the options arising from our AHF funded Project Development work on the old building.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a company, limited by guarantee, as defined by the Companies Act 2006. The company was incorporated on 1 September 2008 and received charitable status on 19 January 2009. 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.

Recruitment and appointment of new trustees

The directors of the company are also charity trustees of the Association and are elected by the membership of the Association. Trustees normally serve a three-year term and can serve a maximum of two terms before standing down for at least a year. Up to two co-options may be made by the Board at any one time before co-opted Trustees formally join the Board at the next available AGM.

All trustees give their time voluntarily and receive no benefit from the charity. Any expenses reclaimed are set out in note 5 in the accounts. The trustees try to maintain a broad set of skills on the Board and bring a good range of experience to the role.

As can be seen under the *Reference and Administrative Details* at the start of this report we have once again had some turnover of our Trustees: losing Pat Fraser and Richard Needham but gaining Rachael Swindlehurst and Rebecca Blackwell during the year.

The current Trustees would like to put on record their thanks to Pat & Richard who have served so ably during their time on the Board: Richard originally joined us as Chair and had served two full terms of office.

We are delighted to welcome Rachael & Rebecca who bring considerable marketing and financial expertise to the Board respectively. The recruitment of Rebecca brings an end to our search for someone with a financial background, a search we started in early 2022.

We should also record that Will Lake & Jane Morris reached the end of their initial three years terms, re-stood at the AGM in March 2022 and were re-appointed to serve their second and final terms of office.

At the forthcoming AGM (scheduled for March 2023) one current Trustee will come to the end of their term but is eligible to stand again if they wish to do so. The Trustees always welcome speaking to interested parties about joining the Board.

Induction and training of new trustees

New trustees receive an induction pack of information, providing the Memorandum and Articles, the latest Financial Statements, Policies and other governance documentation and usually have discussions one-to-one with the Chair and also with the Executive Director. All trustees are pointed to the Charities Commission guidance on the obligations and responsibilities of charity trustees and to Companies House for guidance on the obligations and responsibilities of company directors.

Organisational structure

The board of trustees meets on a regular basis, and 12 board meetings were held in the period 1st September 2021 – 31st August 2022. In addition, an officer's group consisting of the Chair(s), Treasurer & Company Secretary also meet regularly during the year to help manage and set the agenda. The Board can also meet informally from time to time and for training as required: but there were none during 2021/2022.

The Executive Director (who is not a trustee or director of the charity but is the Company Secretary) reports to the Trustees at every meeting providing written reports on progress in all areas of the Charity.

The Trustees continue to receive information regarding the performance of the subsidiary: The Town Hall Café Limited (Company No. 9981542) on a regular basis and one of the Trustees sits as a Director of the Café – along with the Executive Director. The Café has its own Board meetings as well.

Pay Policy

The board of trustees consider the pay of the Executive Director and staff team annually, considering the nature of the charity, the overall financial position and benchmarking to similar roles in similar organisations where possible. A benchmarking exercise was conducted during 2021/2022 for some roles in the organisation. A formal written Pay Policy was adopted during 2020/2021.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Board last undertook a risk management assessment in preparing the 2022-2024 Strategic Plan. This included consideration of the Charity Commission's latest guidance on the subject.

Policies are created and reviewed to ensure that risks are considered and managed and staff, volunteers and Town Hall users are provided with information on health and safety. Our policy review process is an ongoing priority in 2022/2023.

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charity's objects are:

1. To further or benefit the residents of Hebden Bridge and the neighbourhood, without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating together the said residents and the local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities in the interests of social welfare for recreation leisure time occupation with the objective of improving the conditions of life for the residents.

2. To promote for the benefit of the public the urban or rural regeneration in areas of social and economic deprivation and in particular in Hebden Bridge and the neighbourhood by all or any of the following means:
    - the provision of financial assistance, technical assistance or business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help (a) in setting up their own business or (b) to existing businesses,
    - the creation of training and employment opportunities by the provision of workspace, buildings, and/or land for use on favourable terms
    - the maintenance, improvement, or provision of public amenities
    - the preservation of buildings or sites of historic or architectural importance
    - the provision of recreational facilities for the public at large and / or those who by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances have need of such facilities.
    - the protection or conservation of the environment

The Trustees complete an annual exercise to consider whether the objects remain appropriate: no amendments were considered necessary during 2021/2022. The Trustees consider that the Staying Well project's reach across four Calderdale wards is within the charity objects.

Ensuring our work delivers our aims

Hebden Bridge Community Association's main document providing the framework for our Trustees to review our aims, objectives and progress on a regular basis is our Strategic Plan 2022-2024.

Future income and capital needs

We seek to maximize our income from all our revenue streams:

- the hire of our spaces to both community and business users
- business unit rental and co-workers using our hot-desking facilities.
- grant, trust and contract income along with other fundraising activity
- profit distribution from The Town Hall Café Limited (which is a subsidiary company that distributes profits back to the Association)

Calderdale Council has continued to be an anchor tenant in the old building – initially this was a 10-year agreement which ended in April 2020. The Council are holding over on this lease agreement under the same terms and conditions. Discussions are ongoing around the options which now arise.

The resources available to HBCA will always be limited by the number of available business units and hireable spaces and so the charity relies on grants and donations to generate additional funds, for example for capital improvements to the building.

Since February 2020, the Charity has managed loan commitments with Calderdale MBC as they have fallen due.

The trustees have looked at the requirements of the charity and agreed a reserves policy which seeks to build up general unrestricted funds to a position where they represent twelve months' operational costs. This would enable the charity to continue the current activities for a short term in the event of a significant drop in income (see also under *Financial Review*, below)

Plans for the future

The Association's plans are set out in the Strategic Plan 2022-2024. The Trustees continue to aim to prioritise the application for grants and other funds to supplement the operational income from the Town Hall over the next 12 months.

Public benefit

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the Association's aims and objectives and in planning future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

FINANCIAL REVIEW

Reserves policy

The Board of Trustees reviews Hebden Bridge Community Association's reserves policy annually. There are two categories of reserves: the General Fund and Restricted Funds.

General Fund
In considering the level of the General Fund that Hebden Bridge Community Association should aim to hold, a range of factors needs to be considered including the main risks to the organisation. The overall aim is to distribute funds quickly to our charitable activities, whilst maintaining a prudent level of reserves to ensure stability and flexibility. It is assumed that on occasions fluctuations will occur in both income and requirements for funding which cannot be fully anticipated in the planning process. Therefore, Hebden Bridge Community Association has established a reserves policy whereby general unrestricted funds which have not been designated for specific purposes should be at least 12 months of expenditure.

The Board has also identified three areas where funds previously identified as general unrestricted should now be designated for specific purposes and recorded as such in Hebden Bridge Community Association's Accounts:

- In the light of the Boxing Day 2015 and February 2020 floods and our continuing inability to secure insurance cover for our basement contents, the Board have a goal to establish a designated Flood Fund of £45,000. As at 31 August 2022 the balance of this fund was £17,500 (£15,000 as at 31st August 2021). The Association has not been "out of pocket" in the aftermath of the Boxing Day 2015 or February 2020 floods: this fund has been designated because we cannot be certain that we will be so fortunate in the future.

- The Board have a long-standing commitment to designate a property reserve fund to allow for future replacement costs once the initial depreciation charges arising from the new build tailed off. In addition, as identified elsewhere, the Association continues to identify issues with the fabric of the old and new parts of the Town Hall. As a result of these the Board have a goal to establish a Property Reserve Fund of £101,186 (representing £53,086 for the old Town Hall and £48,100 for the new). As of the 31 August 2022 £33,000 has been allocated (£19,000 for the Old Town Hall & £14,000 for the new)

- Café Fixed Assets – the fixed assets in the Café remain in the ownership of Hebden Bridge Community Association. The Café makes a monthly payment (as detailed in the annually updated agreement between Hebden Bridge Community Association and the Town Hall Café Limited). This was originally based on analysis of the cost of all Café-related assets to date. The Association has completed its scheduled year-end exercise of comparing the Fixed Asset charged to the Café against the actual Fixed Asset depreciation. As at 31st August 2022 the cumulative surplus arising for HBCA is £2,810.97 (2020/2021: £8,350.43 cumulative). This designated fund was drawn upon for the replacement of the main oven in the Café during 2021/2022.

The charity continues to try to identify and exploit opportunities to develop unrestricted funding, with an emphasis on continuing to diversify the income streams Hebden Bridge Community Association accesses through further developing the charity's contracting and commissioning of services and increasing our fundraised income. The aim is for Hebden Bridge Community Association to increase the level of commissioned income, corporate income, individual giving, and events income and thereby generate sufficient income to maintain our loan repayments due and enable us to deliver a programme of improvements to the old building over the coming years.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 AUGUST 2022

Restricted Funds

Restricted funds are subject to specific conditions imposed by donors. We aim to minimise the levels of restricted funds, but balances arise due to timing differences between receipt of the income and expenditure on the specified purpose.

Most restricted funds have a relatively short timescale for spending, but these timescales don't always fit neatly into our financial years, so are often unspent funds at the Year End. The ERDF restricted fund operates very differently and will remain on our books for some time.

Principal Funding Sources

The Trustees aim to prioritise applications for grants and other funds to supplement the operational income from the running of the Town Hall over the next 12 months.

During this year the Trustees have maintained an investment of £100,000 cash reserve.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Hebden Bridge Community Association Ltd for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Cresswells Accountants (UK) Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 7th March 2023 and signed on its behalf by:

.....
J Morris - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

Opinion

We have audited the financial statements of Hebden Bridge Community Association Ltd (the 'charitable company') for the year ended 31 August 2022 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures include the following:

- we obtained an understanding of the legal and regulatory frameworks applicable to the Company and the sector in which it operates. We determined the following laws and regulations were most significant: The Companies Act 2006, FRS102 and Health and Safety Act.
- we obtained an understanding of how the Company is complying with those legal and regulatory frameworks by making inquiries to the management.
- we assessed the susceptibility of the company's financial statements to material misstatement including how fraud might occur. Audit procedures performed by the audit team included:
- identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud.
- understanding how those charged with governance considered and addressed the potential of override of controls or other inappropriate influence over the financial reporting process.
- challenging assumptions and judgements made by management in its significant accounting estimates.
- identifying and testing journal entries.
- assessing the extent of compliance with the relevant laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Cresswells Accountants (UK) Limited
Chartered Accountants and Statutory Auditors
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
12 Market Street
Hebden Bridge
West Yorkshire
HX7 6AD

Date: 7/3/23

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies		22,217	133,950	156,167	98,778
Charitable activities	2				
Business		15,430	-	15,430	9,502
Fundraising Events		750	-	750	-
Operational		-	-	-	10,648
Tenants		192,204	-	192,204	181,535
Community		24,871	-	24,871	5,412
Weddings		18,271	-	18,271	8,250
Operational Unrestricted		23,049	-	23,049	-
Total		296,792	133,950	430,742	314,125
EXPENDITURE ON					
Charitable activities	3				
Fundraising Events		53	-	53	172
Tenants		142	-	142	-
Community		-	-	-	1,851
Weddings		(146)	-	(146)	(23)
Operational Unrestricted		253,703	-	253,703	228,453
CMBC - Staying Well From 01.07.16		-	27,666	27,666	24,929
Repairs		2,136	3,740	5,876	7,176
Refurbishment & Improvements		3,018	-	3,018	3,346
Regular Servicing		24,671	1,500	26,171	24,395
Co-Op Funds		-	(263)	(263)	-
Micro Commissioning TI		-	(12,282)	(12,282)	1,094
Tiss		-	15,415	15,415	2,441
Active Calderdale		-	34,751	34,751	2,008
Other Restricted		-	22,126	22,126	300
Architectural Heritage Fund		-	24,861	24,861	-
Welcome Back		-	4,913	4,913	-
Calderdale Ward Forum		-	466	466	-
Total		283,577	122,893	406,470	296,142
NET INCOME/(EXPENDITURE)		13,215	11,057	24,272	17,983
RECONCILIATION OF FUNDS					
Total funds brought forward		2,300,057	1,048,927	3,348,984	3,331,001
TOTAL FUNDS CARRIED FORWARD		2,313,272	1,059,984	3,373,256	3,348,984

The notes form part of these financial statements

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

BALANCE SHEET
31 AUGUST 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
FIXED ASSETS					
Tangible assets	8	2,709,633	1,019,698	3,729,331	3,737,245
Investments	9	1	-	1	1
		2,709,634	1,019,698	3,729,332	3,737,246
CURRENT ASSETS					
Debtors	10	48,582	-	48,582	63,191
Cash at bank and in hand		229,383	44,994	274,377	275,912
		277,965	44,994	322,959	339,103
CREDITORS					
Amounts falling due within one year	11	(104,326)	(4,708)	(109,034)	(140,222)
NET CURRENT ASSETS		173,639	40,286	213,925	198,881
TOTAL ASSETS LESS CURRENT LIABILITIES		2,883,273	1,059,984	3,943,257	3,936,127
CREDITORS					
Amounts falling due after more than one year	12	(570,001)	-	(570,001)	(587,143)
NET ASSETS		2,313,272	1,059,984	3,373,256	3,348,984
FUNDS	14				
Unrestricted funds				2,313,272	2,300,057
Restricted funds				1,059,984	1,048,927
TOTAL FUNDS				3,373,256	3,348,984

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 August 2022.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for
(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each 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 financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

The notes form part of these financial statements

continued...

BALANCE SHEET - continued
31 AUGUST 2022

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

The financial statements were approved by the Board of Trustees and authorised for issue on ..... 7th March 2023 and were signed on its behalf by:

Jane Morris
.....
J Morris - Trustee

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2022

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Long leasehold	- over the term of the lease
Fixtures and fittings	- 25% on cost
Computer equipment	- 25% on cost

Taxation
The charity is exempt from corporation tax on its charitable activities.

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

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Social investments loans
All loans deemed as social investment loans are initially recognised and measured at the amount received or paid, with the carrying amount adjusted in subsequent years to reflect repayments, any accrued interest and adjusted if necessary for any impairment.

continued...

2. INCOME FROM CHARITABLE ACTIVITIES

	Tenants	Business	Community	Weddings
	£	£	£	£
Rental income & room hire	183,207	15,430	24,871	18,271
Recharge of facilities	8,997	-	-	-
Other income	-	-	-	-
	192,204	15,430	24,871	18,271

	Fundraising	Operational	2022	2021
	£	£	£	£
Rental income & room hire	-	1,755	243,534	195,112
Recharge of facilities	-	8,117	17,114	11,024
Other income	750	13,177	13,927	9,211
	750	23,049	274,575	215,347

3. CHARITABLE ACTIVITIES COSTS

Direct costs

	CMBCStaying Well	Other - Restricted	Operational	Calderdale Ward Forum
	£	£	£	£
Staff costs	18,200	2,878	118,512	-
Building - Utilities	1,800	-	21,822	-
- Maintenance	-	34,704	18,426	496
General expenses	9,466	-	35,549	-
Catering and bar expenses	-	-	-	-
Computer expenses	-	-	19,403	-
Bank charges and interest	-	1,272	14,834	-
Depreciation	-	2,591	45,960	-
	29,466	41,445	274,506	496

	Active Calderdale	Micro-commissioning	Architectural Heritage	WelcomeBack
	£	£	£	£
Staff costs	28,650	2,000	4,675	-
Building - Utilities	6,101	-	-	-
- Maintenance	-	(17,163)	509	275
General expenses	6,431	4,881	19,560	4,638
Catering and bar expenses	-	-	-	-
Computer expenses	-	-	-	-
Bank charges and interest	-	-	-	-
Depreciation	-	-	-	-
	41,182	(10,282)	24,744	4,913

continued...

	2022	2021
	£	£
Staff costs	174,915	120,780
Building - Utilities	29,723	28,774
- Maintenance	37,247	27,674
General expenses	80,525	43,281
Catering and bar expenses	-	-
Computer expenses	19,403	19,846
Bank charges and interest	16,106	15,356
Depreciation	48,551	40,431
	406,470	296,142

4. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
	£	£
Auditors' remuneration	2,727	6,043
Depreciation - owned assets	48,551	40,431

5. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2022 nor for the year ended 31 August 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 August 2022 nor for the year ended 31 August 2021.

6. STAFF COSTS

The average monthly number of employees during the year was as follows:

	2022	2021
Catering	10	8
Cleaning	3	2
Administration	10	7
	23	17

No employees received emoluments in excess of £60,000.

The Remuneration of the executive director (who is neither a board member or trustee) was £34,236 (2021 £33,695).

Circa £90K of staff costs were incurred in reflection to the subsidiary company and as such these costs have been transferred to the subsidiary.

continued...

7. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	47,494	51,284	98,778
Charitable activities			
Business	9,502	-	9,502
Operational	10,648	-	10,648
Tenants	181,535	-	181,535
Community	5,412	-	5,412
Weddings	8,250	-	8,250
Total	262,841	51,284	314,125
EXPENDITURE ON			
Charitable activities			
Fundraising Events	172	-	172
Community	1,851	-	1,851
Weddings	(23)	-	(23)
Operational Unrestricted	228,453	-	228,453
CMBC - Staying Well From 01.07.16	-	24,929	24,929
Repairs	7,176	-	7,176
Refurbishment & Improvements	3,346	-	3,346
Regular Servicing	24,395	-	24,395
Micro Commissioning TI	-	1,094	1,094
Tiss	-	2,441	2,441
Active Calderdale	-	2,008	2,008
Other Restricted	-	300	300
Total	265,370	30,772	296,142
NET INCOME/(EXPENDITURE)	(2,529)	20,512	17,983
RECONCILIATION OF FUNDS			
Total funds brought forward	2,302,586	1,028,415	3,331,001
TOTAL FUNDS CARRIED FORWARD	2,300,057	1,048,927	3,348,984

continued...

8. TANGIBLE FIXED ASSETS

	Long leasehold £	Fixtures and fittings £	Computer equipment £	Totals £
COST				
At 1 September 2021	3,997,872	153,039	66,090	4,217,001
Additions	11,364	27,412	1,862	40,638
At 31 August 2022	4,009,236	180,451	67,952	4,257,639
DEPRECIATION				
At 1 September 2021	291,234	134,108	54,415	479,757
Charge for year	32,961	10,883	4,707	48,551
At 31 August 2022	324,195	144,991	59,122	528,308
NET BOOK VALUE				
At 31 August 2022	3,685,041	35,460	8,830	3,729,331
At 31 August 2021	3,706,638	18,931	11,675	3,737,244

9. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
MARKET VALUE	
At 1 September 2021 and 31 August 2022	1
NET BOOK VALUE	
At 31 August 2022	1
At 31 August 2021	1

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies include the following:

The Town Hall Café Limited
Registered office: Hebden Bridge, Town Hall, St George Street, Hebden Bridge, HX7 7BY
Nature of business: Café

Class of share:	% holding
Ordinary	100

	2022 £	2021 £
Aggregate capital and reserves	8,773	18,862
Profit for the year	2,697	21,250

continued...

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Trade debtors	15,422	52,881
Amounts owed by group undertakings	9,011	6,101
Other debtors	662	10
Prepayments and accrued income	23,487	4,199
	48,582	63,191

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Other loans (see note 13)	17,143	17,143
Trade creditors	21,589	(4,358)
Social security and other taxes	4,373	2,053
VAT	6,215	7,962
Other creditors	10,374	4,833
Accruals and deferred income	49,340	112,589
	109,034	140,222

12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2022	2021
	£	£
Other loans (see note 13)	570,001	587,143

13. LOANS

An analysis of the maturity of loans is given below:

	2022	2021
	£	£
Amounts falling due within one year on demand:		
Calderdale MBC loan	17,143	17,143
Amounts falling between one and two years:		
Calderdale MBC loan	17,143	17,143

continued...

13. LOANS - continued

	2022	2021
	£	£
Amounts falling due between two and five years:		
Calderdale MBC	15,000	15,000
Calderdale MBC loan	51,429	51,429
	66,429	66,429
Amounts falling due in more than five years:		
Repayable by instalments:		
Calderdale > 5yrs	15,000	15,000
Calderdale MBC loan	471,429	488,571
	486,429	503,571

14. MOVEMENT IN FUNDS

	At 1.9.21	Net movement in funds	At 31.8.22
	£	£	£
Unrestricted funds			
General fund	1,827,264	13,215	1,840,479
Designated fund	427,793	-	427,793
Flood Fund	15,000	-	15,000
Property Reserve	30,000	-	30,000
	2,300,057	13,215	2,313,272
Restricted funds			
ERDF	1,012,594	-	1,012,594
CMBC - Staying Well	1,951	(4,219)	(2,268)
Flood	3,740	(3,160)	580
Flood Stories	326	-	326
Co-Op Funds	1,959	263	2,222
Access Grant	1,942	(881)	1,061
Harnessing Power of Communities	1,500	(1,500)	-
Micro Commissioning TI	-	19,337	19,337
Tiss	15,415	(15,415)	-
Business Recovery Grant	2,500	(2,500)	-
Other Restricted	7,000	336	7,336
Architectural Heritage Fund	-	(3,021)	(3,021)
Climate Emergency	-	21,817	21,817
	1,048,927	11,057	1,059,984
TOTAL FUNDS	3,348,984	24,272	3,373,256

continued...

14. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	296,792	(283,577)	13,215
Restricted funds			
CMBC - Staying Well	23,447	(27,666)	(4,219)
Flood	580	(3,740)	(3,160)
Co-Op Funds	-	263	263
Access Grant	-	(881)	(881)
Harnessing Power of Communities	-	(1,500)	(1,500)
Micro Commissioning TI	7,055	12,282	19,337
Tiss	-	(15,415)	(15,415)
Business Recovery Grant	(2,500)	-	(2,500)
Active Calderdale	34,751	(34,751)	-
Other Restricted	21,581	(21,245)	336
Architectural Heritage Fund	21,840	(24,861)	(3,021)
Calderdale Ward Forum	466	(466)	-
Welcome Back	4,913	(4,913)	-
Climate Emergency	21,817	-	21,817
	133,950	(122,893)	11,057
TOTAL FUNDS	430,742	(406,470)	24,272

Comparatives for movement in funds

	At 1.9.20 £	Net movement in funds £	Transfers between funds £	At 31.8.21 £
Unrestricted funds				
General fund	1,827,670	(2,529)	2,123	1,827,264
Designated fund	427,793	-	-	427,793
Flood 2015	10,967	-	(10,967)	-
Flood Fund	11,000	-	4,000	15,000
Property Reserve	25,156	-	4,844	30,000
	2,302,586	(2,529)	-	2,300,057
Restricted funds				
ERDF	1,012,594	-	-	1,012,594
CMBC - Staying Well	1,050	901	-	1,951
Flood	3,740	-	-	3,740
Flood Stories	326	-	-	326
Co-Op Funds	1,959	-	-	1,959
Access Grant	1,942	-	-	1,942
Harnessing Power of Communities	1,500	-	-	1,500
Tiss	2,804	12,611	-	15,415
Business Recovery Grant	2,500	-	-	2,500
Other Restricted	-	7,000	-	7,000
	1,028,415	20,512	-	1,048,927
TOTAL FUNDS	3,331,001	17,983	-	3,348,984

continued...

14. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	262,841	(265,370)	(2,529)
Restricted funds			
CMBC - Staying Well	25,830	(24,929)	901
Micro Commissioning HPC	799	(799)	-
Micro Commissioning TI	295	(295)	-
Tiss	15,052	(2,441)	12,611
Active Calderdale	2,008	(2,008)	-
Other Restricted	7,300	(300)	7,000
	51,284	(30,772)	20,512
TOTAL FUNDS	314,125	(296,142)	17,983

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.9.20 £	Net movement in funds £	Transfers between funds £	At 31.8.22 £
Unrestricted funds				
General fund	1,827,670	10,686	2,123	1,840,479
Designated fund	427,793	-	-	427,793
Flood 2015	10,967	-	(10,967)	-
Flood Fund	11,000	-	4,000	15,000
Property Reserve	25,156	-	4,844	30,000
	2,302,586	10,686	-	2,313,272
Restricted funds				
ERDF	1,012,594	-	-	1,012,594
CMBC - Staying Well	1,050	(3,318)	-	(2,268)
Flood	3,740	(3,160)	-	580
Flood Stories	326	-	-	326
Co-Op Funds	1,959	263	-	2,222
Access Grant	1,942	(881)	-	1,061
Harnessing Power of Communities	1,500	(1,500)	-	-
Micro Commissioning TI	-	19,337	-	19,337
Tiss	2,804	(2,804)	-	-
Business Recovery Grant	2,500	(2,500)	-	-
Other Restricted	-	7,336	-	7,336
Architectural Heritage Fund	-	(3,021)	-	(3,021)
Climate Emergency	-	21,817	-	21,817
	1,028,415	31,569	-	1,059,984
TOTAL FUNDS	3,331,001	42,255	-	3,373,256

continued...

14. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	559,633	(548,947)	10,686
Restricted funds			
CMBC - Staying Well	49,277	(52,595)	(3,318)
Flood	580	(3,740)	(3,160)
Co-Op Funds	-	263	263
Access Grant	-	(881)	(881)
Harnessing Power of Communities	-	(1,500)	(1,500)
Micro Commissioning HPC	799	(799)	-
Micro Commissioning TI	7,350	11,987	19,337
Tiss	15,052	(17,856)	(2,804)
Business Recovery Grant	(2,500)	-	(2,500)
Active Calderdale	36,759	(36,759)	-
Other Restricted	28,881	(21,545))	7,336
Architectural Heritage Fund	21,840	(24,861)	(3,021)
Calderdale Ward Forum	466	(466)	-
Welcome Back	4,913	(4,913)	-
Climate Emergency	21,817	-	21,817
	185,234	(153,665)	31,569
TOTAL FUNDS	744,867	(702,612)	42,255

Designated fund
In 2010 the leasehold building known as Hebden Bridge Town Hall was gifted to the charity by CMBC the value of the gift in 2010 was £450,000.

Flood Fund
This fund has been designated to ensure that the association can met any uninsured costs incurred by future floods.

Property Reserve
This fund has been designated to allow for future replacement costs to buildings, plant equipment and fixtures.

ERDF
Is represented by grants received in order to aid the building of the extension to the town hall.

CMBC Staying Well
The Staying Well scheme is a universal adult service focused on engaging vulnerable people with community solutions to reduce demand on more acute health & social care services. The grants given are for the administration of this scheme within the Upper Calder Valley.

Flood Stories
This is a grant from Community Foundation for Calderdale which was given to tell stories about the flood including the Waving not Drowning Film, Flood Stories for the Map Chair and to tell HBCA's own story.

15. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 August 2022.

continued...

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2022

	2022 £	2021 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	14,480	1,546
Grants	141,687	97,232
	156,167	98,778
Charitable activities		
General	261,815	207,811
Other income	12,760	7,536
	274,575	215,347
Total incoming resources	430,742	314,125
EXPENDITURE		
Charitable activities		
Wages	160,659	112,818
Social security	7,734	3,892
Pensions	6,522	4,070
Rates and water	2,423	2,301
Insurance	11,244	13,724
Light and heat	27,300	26,473
Telephone	478	501
Postage and stationery	2,118	1,073
Advertising	12,336	4,910
Sundries	1,726	1,455
Repairs & maintenance	30,203	20,278
Cleaning	7,044	7,396
Computer repairs & maintenance	19,403	19,846
Licences	2,192	1,005
Room hire	9,094	2,442
Subscriptions	978	1,004
Employee & volunteer expenses	1,511	57
Employee training	820	424
Bank & paypal charges	3,501	2,751
Long leasehold	32,961	32,815
Improvements to property	10,883	4,197
Computer equipment	4,708	3,419
	355,838	266,851
Support costs		
Management		
Bank loan interest	12,605	12,605
Governance costs		
Auditors' remuneration	2,727	6,043
Accountancy & bookkeeping fees	14,654	10,643
Legal fees	20,646	-
	38,027	16,686
Total resources expended	406,470	296,142
Net (expenditure)/income	24,272	17,983

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

England & Wales - Charity number 1127597

Accounts

REGISTERED COMPANY NUMBER: 06685276 (England and Wales)
REGISTERED CHARITY NUMBER: 1127597

REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2021 FOR HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

Cresswells Accountants (UK) Limited
Chartered Accountants
and Statutory Auditors
12 Market Street
Hebden Bridge
West Yorkshire
HX7 6AD

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

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FOR THE YEAR ENDED 31 AUGUST 2021

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REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 AUGUST 2021

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 August 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

The trustees are made up of a mix of members who live or work locally and who have a range of relevant skills. They are passionate about enabling Hebden Bridge Community Association to work in and strengthen the community we are based in. They are voted in by members at the AGM.

REFERENCE AND ADMINISTRATIVE DETAILS

Charity name	Hebden Bridge Community Association Ltd
Charity registration number	1127597
Company registration number	06685276
Registered office & operational address	The Town Hall St George's Street Hebden Bridge HX7 7BY

Trustees

Mr R Needham	Chair (left 16th September 2021)
Mrs AM Ward	(left 10th April 2021)
Mr D Larner	(left 10th April 2021)
Mr A Benitez	(left 10th April 2021)
Mr W Lake	
Ms P Fraser	
Ms J Morris	(Co-Chair from 16th September 2021)
Ms J Woodhouse	
Ms E Cann	(from 18th February 2021 & Co-Chair from 16th September 2021)
Mr A Gardner	(from 10th April 2021)
Mr D Woolliscroft	(from 10th April 2021)

Company Secretary
Mr G Mynott

Executive Director (not a trustee)
Mr Graham Mynott

Auditors	Cresswells Accountants UK Limited, Chartered Accountants and Statutory Auditors Barclays Bank Chambers, Market Street, Hebden Bridge, HX7 6AD

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 AUGUST 2021

Our Year – a message from the Trustees

The challenges we outlined last year – arising from the Storm Ciara floods in February followed by the COVID-lockdown in March 2020 have remained in place throughout most of 2020/2021: dominated of course by the continuing COVID-19 pandemic. As we reported last year, we re-opened to the public in late July 2020 but closed again with the start of Lockdown#2 in November 2020 and we remained closed all the way through to 17th May 2021: in total closed for a few days shy of 6 months in this financial year. More positively the activity and trade that we did manage in the periods from September – November 2020 and again from May – August 2021 were strong and this, along with the various Government financial support schemes including grants and furlough, have meant our financial position at the Year End remains positive.

Throughout the lockdown period our business tenants and associates could still access the building and we have once again been successful in retaining them: we have also had a steady flow of room hire income during this period. The Trustees are grateful to everyone who has continued to support the Association throughout this time. This success is built on the hard-work and diligence of our staff team, and we particularly wanted to highlight the contribution of our cleaner and caretaking staff who have worked throughout the whole pandemic maintaining our cleaning and sanitising regime thereby ensuring a safe working environment for business tenants, associates and room hirers. We have also been successful in securing additional grant funds during the year including a further grant from Power to Change under their Community Business Renewal fund to help us re-commence trading safely and effectively. Perhaps more importantly for the longer-term we secured a major grant from the Architectural Heritage Fund in order to progress our priorities for the old building.

This year has also seen significant changes in the staff team – we lost our long-standing Events & Facilities Co-ordinators shortly before we re-opened – as well as at Board level. We lost 2 very experienced Trustees who had reached the end of their 6-year terms In April and our long-standing chair stepped down at the end of this Financial Year and left the Board shortly afterwards. We will miss all the contributions from Ebony & Rachel in the staff team and Amanda, Dai and Richard at Trustee level greatly and we thank them for all they have done for us.

We must however continue to look forward. We have new staff and Trustees in place, and they bring exciting skills and abilities. We must service our (relatively) new loan and manage our finances effectively in order to do so. We must complete the next phase of our work on the old building which is funded by an Architectural Heritage Fund Project Development Grant which will enable us to create and start to implement our future plans for that part of the Town Hall.

In 2022 we will celebrate 10 years since the new Town Hall opened to the public. We have a solid and sustainable financial model, our loan situation is manageable and we are tantalisingly close to a detailed plan for the old building. We have finalised our next Strategic Plan for 2022-2024 since the end of the financial year covered by this report, and we will continue to focus on the same priorities:

- Widen our reach with the Community outside the Town Hall
- Create an environment that helps Businesses make new connections and thrive
- Keep the Town Hall operating successfully and keep focused on our long-term viability

We want to offer our thanks to all our hardworking team of staff and volunteers. We are also grateful to our members and the wider community in Hebden Bridge for their continuing support and deep-rooted belief in our long-term success.

Our story

In the autumn of 2012, the Hebden Bridge Community Association (HBCA) opened the doors to a new Town Hall in the heart of our vibrant town. The Town Hall, Hebden Bridge is the first asset-transferred community owned Town Hall and is a symbol of what a community can achieve when it pulls together with a common ambition and vision.

Grade II listed and dating from 1897, the Victorian part of our building originally housed the town's council offices. In 2008 the Hebden Bridge Community Association (HBCA) was formed as a charity and company limited by guarantee. Through an innovative asset transfer, the HBCA acquired the council offices from Calderdale Council. HBCA's vision was to transform, what was at the time, a barely used building falling into disrepair into a state-of-the-art centre for community and creative enterprise – putting it back at the centre of the town's civic life as The Town Hall.

HBCA went on to raise £3.7m for a major development on the site and the additions built in the 1960s were knocked down to create space for a major new modern extension that would sit alongside and complement the original building. In autumn 2012, a large new contemporary community and business building was opened offering a range of spaces for community, enterprise and recreational use.

Our vision: Innovative, creative, pioneering and enterprising. The Town Hall is the beating heart of Hebden Bridge's rich community, business and democratic life.

Our vision is to make The Town Hall, Hebden Bridge much more than just a building. We want the Town Hall to become known locally and nationally as a shining example of what can be achieved when people come together - united by a belief that people need each other, and that community is important.

What we do

The Town Hall is run by Hebden Bridge Community Association, for the benefit of the community. It is a place to collaborate, create, meet and celebrate.

Community is at the heart of what we do and who we are. Community-owned and managed by the Hebden Bridge Community Association, the Town Hall hosts and supports a diverse range of community activity. More than just a building, we act as a creative connector - making links, creating new partnerships and opening up exciting possibilities.

We're also home to a vibrant hub of knowledge intensive businesses. We work to help them to thrive and collaborate through business support, skills sharing and networking.

We welcome all into our building in the heart of Hebden Bridge where we offer:

- a range of spaces for community activities, meetings, celebrations
- 33 business units and a business lounge (hot-desking facility)
- a friendly, affordable cafe with riverside terrace
- special events, festivals and exhibitions

ACHIEVEMENTS AND PERFORMANCE

Staying Well & Active Calderdale

Staying Well started in January 2015 as a pilot project in Hebden Bridge before becoming an initiative now covering all 4 Upper Calder Valley wards: Calder, Luddendenfoot, Ryburn and Todmorden. It is a universal adult service focussed on engaging vulnerable people with community solutions to reduce demand on more acute health & social care services.

Hebden Bridge Community Association directly manage 2 Calderdale Council staff who have been seconded to us to enable delivery of the project. Our Staying Well workers are currently Helen Doodson and Hayley Conlon. Tricia Astwood has not disappeared completely: we have retained her as a sub-contractor since April 2020.

In normal times Helen & Hayley receive referrals of clients, undertake 1-1 client work, and refer clients on into existing activities in the Upper Valley which meet their specific needs or wishes. They also work with community organisations across the patch to support them and connect them together. One way this is achieved is through supporting and developing broad networks of community organisations based on regular email updates and network meetings. There are 3 in our area: the Todmorden Wellbeing Network (co-ordinated by Healthy Minds Calderdale); the Valley Wellbeing Network (which covers the Calder & Luddendenfoot Wards); and the Ryburn Wellbeing Hub. It is a project clearly providing what is commonly termed "social prescribing".

The project is contracted to us from the Council who have an outline commitment to the project until at least March 2022, we understand that a 2 year extension to March 2024 is now likely.

In the course of this financial year, we were asked to host a Community Engagement Co-ordinator for the Upper Calder Valley by the Active Calderdale programme (within Calderdale MBC). We have been involved with Active Calderdale for most of it's life because of its compatibility with Staying Well, so we agreed to employ a worker – Suzanne Straughan - for an initial two year term starting in August 2021. We were very fortunate that Suzy previously undertook this same role in North Halifax but moved to the Upper Valley to be closer to home.

We are very keen to dovetail Active Calderdale with Staying Well and to work collaboratively with the Social Prescribing Linkworkers across the Upper Valley (who are employed by the local Primary Care Network of local GP practices): to date this has been progressing as well as we could wish and we look forward to future collaboration(s) and joint-working in order to deliver benefits to the local community.

The data for Staying Well has been collected and monitored across Calderdale since April 2016 and we have far exceeded 650 referrals in the Upper Valley.

Staying Well & Active Calderdale are key strands of our Strategic Objective of widening our reach into the community outside the Town Hall.

A home for vibrant community activity

The last two financial years have been heavily impacted by the COVID-19 pandemic and associated implications for public buildings like the Town Hall (as well as our Café). Last year we had re-opened after the initial COVID-19 lockdown on 29th July but were forced to close because of Government regulations on the 4th November 2020. We re-opened again on the 17th May 2021. This has obviously impacted our room hire usage.

It's also starting to be difficult to draw comparisons between years because of COVID-19 impacts, but it's instructive that in this Financial Year between September 2020 and May 2021 we generated £9600+ room hire income as against £49,000+ for the same period in the last "normal" year of September 2018-May 2019.

Whilst we have set out our usually numbers here once again, being closed for 50% of our year has had a huge impact. During 2020/21 14 groups used spaces in our building for regular weekly activities and public events. In addition, another 4 groups used our spaces for monthly meetings and 28 groups for ad-hoc events. It's interesting to note that in 2018/2019, by comparison these two figures were 40 regulars and 107 ad-hoc hirers. Despite the impacts of COVID we remain happy with the range and diversity of the community groups using the Town Hall and we are delighted to host such a wide range of activities suitable for all ages, stages and interests. There remain a range of activities for everyone from the community with the exception of a noticeable drop-off in the number of activities for older and for more infirm members of our community, which is another COVID impact.

We are also really pleased, once again and in spite of everything, to have several groups try out new initiatives in the Town Hall. We see this as a way of offering support to a wider range of community activity: acting as a broker; making relevant introductions between voluntary groups, individuals and businesses and helping them to share information and skills; supporting groups to develop and grow; and creating an environment where new collaborations can develop and grow.

Families use our spaces to come together and celebrate important occasions or to remember loved ones. In 2020/21 we hosted:

- 7 wedding ceremonies and 2 wedding receptions (2019/2020 = 5 & 2 respectively),
- 0 birthday and anniversary parties (2019/2020 = 6),
- 1 memorial events (2019/2020 = 4)
- 0 other party (2019/2020 = 5)

In normal times our building fulfils an important civic function. Hebden Royd Town Council is based at The Town Hall and along with Erringden, Wadsworth, Blackshaw Head and (much less frequently) Heptonstall Parish Councils all use our spaces regularly for full council and committee meetings. These have mainly been online since the start of the COVID-19 lockdowns in March 2020 but some of the meetings have been taking place in person since summer 2021. We have accommodated these meetings in larger rooms than the Council Chamber to allow for social distancing. Calderdale Council remains an anchor tenant in The Town Hall, with a touchdown space for Council staff and the Neighbourhood Coordinator and Wardens for the Calder and Luddendenfoot Wards based here during 2020/2021, though again, all these functions have been operating remotely since March 2020. We remain a base for the Calder Neighbourhood Policing Team who have continued to work from the Town Hall throughout.

Festivals and special events

The Town Hall was born with the vision to make it the building into a centre of civic life – the range of special events held here over the years along with the building's role as the hub for many of Hebden Bridge's popular festivals over this time are testament to the delivery of this vision.

As you might expect, this year was much quieter than in previous years for the festivals which does raise concern about the long-term future. Hebden Bridge Arts Festival had already decided to have a break in 2020 and didn't operate in 2021; the Film Festival & Piano Festivals have also been cancelled for 2 years in 2020 and 2021. More positively we did host an Open Studios exhibition which was part of the wider Valley event once again.

We seek to work proactively with festival organisers to help them develop and grow – this is clearly going to be a bigger task in the future because of the disruptions, but we will do our part. Amongst the wide and diverse range of other special events during the year we provided a venue for various artistic performances including: piano playing in the courtyard for charity; a theatre group; and a band practice.

Exhibitions

During 2020/2021 we hosted 8 exhibitions each with a special connection to the area and to local people. These included:

- The works of local artist Vitalija Zelenevska
- A Pennine Heritage exhibition
- Two exhibitions featuring multiple artists from Hebden Bridge Open Studios
- Awakening Arts – Be Here Now. An exhibition of artwork created by people living with dementia who met weekly in the Town Hall
- "The Flow Project" by local artist Anne Fox who is artist in residence for Slow the Flow.
- The annual photographic exhibition by the Hebden Bridge Camera Club was as popular as ever drawing locals and visitors into the Town Hall over the August Bank Holiday weekend
- Lastly, and probably our most extensive exhibition this year was of a thousand postcards produced by young people aged 3- 16 years old from across 15 schools and nurseries in Hebden Royd as part of the Light Up The Valley celebrations.

Sadly, because of COVID-19, several exhibitions were cancelled completely, and some were re-arranged. We are very grateful to all our exhibitors for their support and flexibility in this difficult year.

Our exhibition programme is designed to both bring a range of people into the building, often for the first time which introduces them to our building and our offer; and it also provides interest and engagement for our regulars and visitors to the town.

The Town Hall Café Ltd

The Town Hall Café Limited was incorporated on 2nd February 2016 (Company No. 9981542) as a subsidiary of Hebden Bridge Community Association. This action was taken to ensure the Association continues to meet our charitable objectives and responsibilities. The Café reports accounts as a separate company: 2020/2021 is the sixth year of trading (with 5 full years trading). There is a detailed agreement setting out the relationship between Hebden Bridge Community Association and the Town Hall Café Limited originally signed off by the respective organisation's Boards in the autumn of 2016 which is updated annually and agreed by the respective Boards.

Both before and after incorporation the café remains the beating heart of our building. It is popular with business tenants, community groups, and people attending events in the building as well as local people and visitors to the town. We are delighted to have established the café as a place people enjoy visiting. It is one of the few fully accessible cafes in Hebden Bridge and is much used by young families and people with wheelchairs because of the space – and when the sun shines the courtyard is a fabulous outdoor eating space.

The Association and the Café continue to invest in improvements internally and externally in the courtyard to increase the attractiveness of the café as a place to eat and drink. The biggest change this year physically was the addition of two more parasols for the Courtyard in autumn 2020; but we also used some Power to Change grant funding to upgrade to an Electronic Point of Sale system (EPOS) which is giving us much more real-time information and data about Café trade.

After the challenges of the last two financial years in the Café, and despite the impacts of the pandemic and being shut for 6 months, 2020/2021 has been a strong year financially. We have obviously benefitted from the range of financial support schemes that have been made available by the Government but crucially the changes we made at the back end of 2019 (including the addition of a bean-to-cup coffee machine), adjustments made to the staffing patterns since we re-opened in May 2021 and the impact of visitor numbers in Hebden Bridge (with people holidaying in the UK) have all meant that our trading has been profitable too. The Café has made a surplus of £21,250 in 2020/2021 (see Note 9 to the Accounts) and as a result the Association will receive a substantial donation during 2021/2022.

Supporting local businesses

Over the year we have continued to look for ways to support local businesses to grow and thrive starting with those who are business tenants and associates but also looking beyond to the wider local Hebden Bridge economy.

Our building includes offices and business units with high-speed fibre optic broadband. We have a full building with 34 units occupied at the end of 2020/2021. Some of our new tenants provide mentoring, coaching and consultancy to individuals, groups and teams and a business and domestic software development company. During the year we also had a maximum of 17 business associates using the hot desking facility.

This year we moved the Huddle to the former annex room to The Space (previously called the Outer Space!) – this has enabled us to re-establish another business unit to meet the demand for units. The new larger room has proved very popular with hirers.

We are pleased to report that we ended the year fully let. In the majority our business tenants are based in the creative and digital industries – in line with our ERDF grant requirements. Our fibre optic broadband connection allows them to connect all over the world.

Mike Stephens from Ayup Digital comments:

Over 7 years ago when I started my business, it was a pleasure to call the Town Hall our home. We spent many happy years here before moving the business to Leeds city centre as part of our growth strategy. Flexibility of different business units has meant we played "musical chairs" a fair bit, moving to larger units and combining units to adapt with our business - this is what attracted us to the building and retained us here for so long.

During pandemic we significantly changed our business model which led to us giving up our central Leeds office. We have taken up residence in a small unit at the Town Hall once again and it's a pleasure to come full circle, back to the place where it all started. In both instances, whilst separated by a number of years and a change in personnel, there has always been a warm welcome and a supportive team ready to help. It's a testament to the team and the trustees that the building continues to provide services for small businesses and the wider community.

We have not yet re-started our collaboration with the Federation of Small Businesses that delivered monthly business breakfasts open to the wider business community. These stopped in March 2020 and the uncertainty over so many aspects of our previous "normal" operations has prevented them re-starting. We will be resurrecting them in 2022. Historically these have been well attended with 20-25 people per breakfast with a mailing list of around 400. The meetings are a good opportunity for networking, and we try to ensure that the seminar programme reflects both national and local priorities.

Our role in the wider Community

- During 2020/2021 our Executive Director continued to serve on the Hebden Bridge & Mytholmroyd Town Development Board. This a regular meeting bringing together Calderdale & Town Councillors, local businesses, and the voluntary and community sector to look at key issues affecting the local area – with a specific focus on the economy. Our Executive Director serves as a community representative
- In previous years we have reported on our joint-working alongside Hebden Bridge Partnership to forge a common approach to community engagement in the local area – our members are predominantly individual residents and theirs are local community organisations, but we jointly wish to engage with and support the local community for the benefit of all. This has obviously been in abeyance as a result of COVID-19, but we are pleased that this work will continue into 2021/2022
- Those familiar with Hebden Bridge's recent history will be aware of our flood story arising from the Boxing Day 2015 and February 2020 floods. We are ready to respond again should the need arise. We continue to try and clarify our role in near-miss flood events.

European Regional Development Fund

In our 2014/2015 report we set out the detailed outputs from our European Regional Development Fund (ERDF) project which was an investment of £1.25 million in the overall capital project of creating the modern extension to the existing Town Hall and invested funds to support the development of enterprise aspects of our development. In both 2015/2016 and 2016/2017 we completed "Article 55" returns to ERDF: these were their method of ensuring the sound and efficient use of the EU budget and in particular to avoid grant funding more than is necessary in respect of revenue-generating projects when a loan might have been more appropriate. These showed that the Association had maintained delivery aligned to the original plans and within the tolerances of the grant funding requirements. We have not been asked to complete an Article 55 return since, but we continue to monitor and ensure we maintain alignment with the original plans for the life of the project which is up to 20 years.

Running our building and developing our team

During the year we have continued to work to improve our administrative systems and policies, develop our staff team, support our volunteers and maintain the building.

In previous years we have commented on the challenges of managing a building which is used so much (we reported only being closed for 12 days during 2018/2019). The opposite is equally true as we discovered during 2019/2020 and throughout 2020/2021, particularly when combined with managing during a pandemic. Our cleaner and caretaker Tom & Jo and our Facilities Co-ordinator's Rachel, and latterly James, have delivered a building COVID-safe for our users throughout. We are most grateful to them for their work in this regard.

In 2020/2021 we completed the following major refurbishment / repair projects, though obviously our planning and implementation of major projects was affected by the COVID-19 lockdowns and staff furlough during this year.

- We completed a major project to replace the flat roof outside the Terrace Room / above the Waterfront Hall in December 2020. This had been identified as a critical repair arising from Storm Ciara because of water ingress to the Hall, but it was sadly outside the scope of our insurance claim for Storm Ciara. The replacement roof has a 25-year guarantee.
- We completed another round of repainting during the year: this time focusing on our hireable spaces, the Saltonstall, Terrace and Waterfront Hall (the latter was part of our post-Storm Ciara insurance claim).
- Following a leak on the top corridor we identified a repair that needed undertaking to the hidden guttering and cills above the Business Terrace. As this required scaffolding, we took the opportunity to complete another stretch of coping stone replacement, also above the Business Terrace

Day to day responsibility for the Association rests with the Executive Director: Graham Mynott. Over the course of 2020/2021, the Association employed Jo Norris (Caretaker); Christine Wright (Administrator) and Tom Lockett (Cleaner) during the year. Sadly, we said goodbye to both Rachel Tighe as Facilities Coordinator and Ebony Andrews as Events Coordinator in April & May 2021 respectively: we are very grateful to them both for their service. More happily we have been able to appoint Verity Herrington as Events Co-ordinator and James Cragg as Facilities Co-ordinator who started with us in June and July 2021 respectively. They have been fully inducted and have brought new ideas and approaches in a number of areas. We are delighted to welcome them both to the team.

We have continued with our different approach to our duty work that we commenced in 2018/2019, but obviously the role changed during the pandemic. Duty work is work outside office hours work (evenings and weekends) and this was previously undertaken by the core office staff, an arrangement which was unsustainable. We started the year with 2 duty officers on annualised contracts: Suzanne Hesselden and Daragh O'Neill. Sadly, we said goodbye to Daragh in March 2021.

The following permanent Cafe staff were also employed during the year: Rebekah Cathcart & Amber Roberts (as Café Managers), Dave Glover, Kelly Western, Naomi Marshall and Hannah Polden-Bevan. We continue to have a regular and changing pool of casual staff who we call upon when necessary.

We have continued to directly employ a bookkeeper – Jim Murphy – during this year and we are grateful to Jim for working flexibly and for long periods from home during the lockdown(s). We continue to engage a contractor (Carolyne) to undertake our other finance work (payroll, VAT and Management Accounts).

This year we've been able to invest in staff training covering First Aid at Work and Food Hygiene amongst others.

The staff team are supported in their work by our fantastic team of volunteers who lead on our reception function, welcoming people into the building: the building wouldn't function as effectively without them. The Trustees would like to extend grateful thanks to all the Volunteers. As is often the way a few of our established volunteers "retired" or moved away during the year. We have had 3 new recruits.

The Trustees also wanted to specifically thank Jan Scott & Sharon Slade who have continued to offer wonderful support to both the staff team and the volunteer team throughout the year, particularly managing the processes around the November 2020 lockdown and the re-opening in May 2021.

During this year our financial procedures and the facilities management have continued the annual process of improvement and refinement, and as a board of trustees we work with monthly management accounts in order to keep on top of financial performance.

Our facilities coordinator scrutinises maintenance contacts and building overheads at contract renewal and the staff team work to keep office costs to a minimum.

Our challenges

We outline our strategic thinking looking forward in the *"What Next"* section below

We have two main challenges going forward.

Firstly, the continuing need to restore the old building - the fabric of the building still needs much attention, and we would like to increase wider public usage. We have made steady progress over the last 6 years with various refurbishment projects to parts of the old building, but the Trustees are keen to continue pressing ahead with both the refurbishment(s) and the desire to increase usage. Last year we reported that a £10,000 feasibility study had been completed and that this had provided the Trustees with options to progress.

We are pleased to report that during this year we have been able to secure £30,000+ of funding from the Architectural Heritage Fund (one of their Project Development Grants). This is enabling us to take forward the preferred option arising from the Feasibility Study into (i) more detailed plans with our Architects, including the engagement of Structural Engineers and Quantity Surveyor costings (ii) the recruitment of an external community engagement consultant tasked with wide-ranging community engagement with particular attention on sections of the community who don't use the building that much (iii) bringing these into a fully costed business plan to set out the most appropriate way forward for the project over the next 10+ years, whether through annual major works refurbishment programme(s) and / or sourcing significant capital funds to achieve our goals. The fund is also enabling dedicated staff time to support the community engagement. This work will progress during 2021/2022 and should culminate in autumn 2022.

Secondly: financial sustainability. Our baseline position has improved markedly with the sustainable loan agreement with Calderdale MBC in place since February 2020. The challenge now has moved onto maintaining our financial sustainability in a COVID-19 world. Our Room Hire and especially Café trade have been severely affected in the whole period from March 2020 through the brief re-opening between July and November 2020 and through to May 2021 when we could re-open once again.

Nevertheless, in terms of financial results, the two financial years impacted 2019/2020 and 2020/2021 have both proved resilient but budgeting ahead for 2021/2022 has been a challenge and it is difficult to predict how everything will eventually unwind financially. We remain mindful of the need to support our business tenants, which in turn maintains our occupancy levels. These have been good throughout 2020/2021 and have been maintained during the lockdowns. We will continue to support our tenants as much as possible going forward.

All these directly affect the sustainability of the Association and are in the forefront of the Trustee's minds.

What next?

Since the end of the financial year in question we have finalised our new Strategic Plan for 2022-2024 and this has the same 3 strategic objectives:

- Widen our reach with the Community through the continuation and development of the Staying Well & Active Calderdale work; return to developing our working arrangements with Hebden Bridge Partnership; securing our role as a community hub (including our position as an emergency hub for Hebden Bridge); and further developing our membership scheme.
- Create an environment to enable businesses to thrive here through maintaining the quality of our business unit offer; introducing a new business associate package; and continuing to develop our wider relationships with local business groups in the town and across the District.
- Keep the Town Hall operating successfully with a focus on our long-term viability through further developments to enhance the event, catering and room hire offer we make and taking forward the options arising from our feasibility study of the old building.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a company, limited by guarantee, as defined by the Companies Act 2006. The company was incorporated on 1 September 2008 and received charitable status on 19 January 2009. 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.

Recruitment and appointment of new trustees

The directors of the company are also charity trustees of the Association and are elected by the membership of the Association. Trustees normally serve a three-year term, and can serve a maximum of two terms before standing down for at least a year. Up to two co-options may be made by the Board at any one time before co-opted Trustees formally join the Board at the next available AGM.

All trustees give their time voluntarily and receive no benefit from the charity. Any expenses reclaimed are set out in note 5 to the accounts. The trustees try to maintain a broad set of skills on the Board and bring a good range of experience to the role.

There is a longer than usual list of Trustees at the start of this Report because we have undergone some considerable turnover of Trustees during this year. In the early part of 2020/2021 one of our Volunteers, Eileen Cann had been observing at our Board meetings and we are delighted that Eileen was co-opted to the Board in February 2021 and confirmed at the AGM held in April.

We had identified that two longstanding Trustees – Dai Larner & Amanda Ward – would reach the end of their two terms of office at the April 2021 AGM. We ran a recruitment process in early 2021 to try and replace their specific skill sets and were delighted to recruit both Alan Gardner and Damien Woolliscroft as a result: both were elected at the AGM. We also said goodbye to Antonio Benitez who moved abroad during the year and could not continue as a Trustee. The current Trustees would like to put on record their thanks to Amanda, Dai and Antonio who have served so ably during their time on the Board. We continue to search for someone with the financial background who can replace Amanda's skillset for the Board.

We must also highlight another change of Trustees which affects this report. Our longstanding chair, Richard Needham, stood down as Chair at the end of the 2020/2021 year and has been replaced by co-Chairs Eileen Cann & Jane Morris. Richard also left the Board in September 2021. The Trustees would also like to extend their thanks to Richard for his service to the Board since 2016.

At the forthcoming AGM (scheduled for March 2022) 3 current Trustees will come to the end of their term, but all are eligible to stand again if they wish to do so. The Trustees always welcome speaking to interested parties about joining the Board.

Induction and training of new trustees

New trustees receive an induction pack of information, providing the Memorandum and Articles, the latest Financial Statements, Policies and other governance documentation and usually have discussions one-to-one with the Chair and also with the Executive Director. All trustees are pointed to the Charities Commission guidance on the obligations and responsibilities of charity trustees and to Companies House for guidance on the obligations and responsibilities of company directors.

Organisational structure

The board of trustees meets on a regular basis, and 12 board meetings were held in the period 1st September 2020 – 31st August 2021. In addition, an officer's group consisting of the Chair(s), Treasurer & Company Secretary also meet regularly during the year to help manage and set the agenda. The Board can also meet informally from time to time and for training as required: but there were none during 2020/2021.

The Executive Director (who is not a trustee or director of the charity) reports to the Trustees at every meeting providing written reports on progress in all areas of the Charity.

The Trustees continue to receive information regarding the performance of the subsidiary: The Town Hall Café Limited (Company No. 9981542) on a regular basis and one of the Trustees sits as a Director of the Café – along with the Executive Director. The Café has its own Board meetings as well.

Pay policy

The board of trustees consider the pay of the Executive Director and staff team annually, considering the nature of the charity, the overall financial position and benchmarking to similar roles in similar organisations where possible. A formal written Pay Policy has been adopted during this year.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Board last undertook a detailed risk management assessment in preparing the Strategic Plan 2019/2022. This was reviewed as part of the development of the 2022-2024 Strategic Plan. This will include consideration of the Charity Commission's latest guidance on the subject.

Policies are created and reviewed to ensure that risks are considered and managed and staff, volunteers and Town Hall users are provided with information on health and safety. Our policy review process is a key priority in 2021/2022.

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charity's objects are:

1. To further or benefit the residents of Hebden Bridge and the neighbourhood, without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating together the said residents and the local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities in the interests of social welfare for recreation leisure time occupation with the objective of improving the conditions of life for the residents

2. To promote for the benefit of the public the urban or rural regeneration in areas of social and economic deprivation and in particular in Hebden Bridge and the neighbourhood by all or any of the following means:
    - the provision of financial assistance, technical assistance or business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help (a) in setting up their own business or (b) to existing businesses,
    - the creation of training and employment opportunities by the provision of workspace, buildings, and / or land for use on favourable terms
    - the maintenance, improvement or provision of public amenities
    - the preservation of buildings or sites of historic or architectural importance
    - the provision of recreational facilities for the public at large and / or those who by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances have need of such facilities
    - the protection or conservation of the environment

The Trustees complete an annual exercise to consider whether the objects remain appropriate: no amendments were considered necessary during 2020/2021. The Trustees consider that the Staying Well project's reach across 4 Calderdale wards is within the charity objects.

Ensuring our work delivers our aims

Hebden Bridge Community Association's main document providing the framework for our Trustees to review our aims, objectives and progress on a regular basis is our new Strategic Plan 2022-2024.

Future income and capital needs

We seek to maximize our income from all our revenue streams:

- the hire of our spaces to both community and business users
- business unit rental and business associates using our hot-desking facilities
- grant, trust and contract income along with other fundraising activity
- profit distribution from The Town Hall Café Limited (which is a separate company that distributes profits after any developmental needs back to the Association)

Calderdale Council has continued to be an anchor tenant in the old building – this is a 10-year agreement which ended in April 2020. The Council are now holding over on this lease agreement under the same terms and conditions. Discussions are ongoing around the options which now arise.

The resources available to HBCA will always be limited by the number of available business units and hireable spaces and so the charity relies on grants and donations to generate additional funds, for example for capital improvements to the building.

Since February 2020, the Charity has managed loan commitments with Calderdale MBC as they have fallen due. In this year the Trustees also completed the repayment of the second instalment of our original Calderdale MBC loan (a loan initiated in April 2010) which had been postponed from April 2020.

The trustees have looked at the requirements of the charity and agreed a reserves policy which seeks to build up general unrestricted funds to a position where they represent twelve months' operational costs. This would enable the charity to continue the current activities for a short term in the event of a significant drop in income (see also under *Financial Review*, below)

Plans for the future

The Association's plans are set out in the Strategic Plan 2022-2024. The Trustees continue to aim to prioritise the application for grants and other funds to supplement the operational income from the Town Hall over the next 12 months.

Public benefit

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Association's aims and objectives and in planning future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

FINANCIAL REVIEW

Reserves policy

The Board of Trustees reviews Hebden Bridge Community Association's reserves policy annually. There are two categories of reserves: the General Fund and Restricted Funds.

General Fund

In considering the level of the General Fund that Hebden Bridge Community Association should aim to hold, a range of factors needs to be considered including the main risks to the organisation. The overall aim is to distribute funds quickly to our charitable activities, whilst maintaining a prudent level of reserves to ensure stability and flexibility. It is assumed that on occasions fluctuations will occur in both income and requirements for funding which cannot be fully anticipated in the planning process. Therefore, Hebden Bridge Community Association has established a reserves policy whereby general unrestricted funds which have not been designated for specific purposes should be at least 12 months of expenditure.

The Board has also identified 3 areas where funds previously identified as general unrestricted should now be designated for specific purposes and recorded as such in Hebden Bridge Community Association's Accounts:

- In the light of the Boxing Day 2015 floods and our continuing inability to secure insurance cover for our basement contents, and because of the costs incurred to the Association as a direct result of that flood response the Board have a goal to establish a designated Flood Fund of £45,000. The need for this fund only became more important having experienced Storm Ciara in February 2020. As at 31 August 2021 the balance of this fund was £15,000 (£11,000 as at 31st August 2020). The Association has not been "out of pocket" in the aftermath of the Boxing Day 2015 or February 2020 floods: this fund has been designated because we cannot be certain that we will be so fortunate in the future.
- The Board have a long-standing commitment to designate a property reserve fund to allow for future replacement costs once the initial depreciation charges arising from the new build tailed off. In addition, as identified elsewhere, the Association continues to identify issues with the fabric of the old and new parts of the Town Hall. As a result of these the Board have a goal to establish a Property Reserve Fund of £101,186 (representing £53,086 for the old Town Hall and £48,100 for the new). As of the 31 August 2021 £30,000 has been allocated (£17,000 for the Old Town Hall & £13,000 for the new)
- Café Fixed Assets – the fixed assets in the Café remain in the ownership of Hebden Bridge Community Association. The Café makes a monthly payment (as detailed in the annually updated agreement between Hebden Bridge Community Association and the Town Hall Café Limited). This was originally based on analysis of the cost of all Café-related assets to date. The Association has completed its scheduled year-end exercise of comparing the Fixed Asset charged to the Café against the actual Fixed Asset depreciation. As at 31st August 2021 the cumulative surplus arising for HBCA is £8,350.43 (2019/2020: £8,627.85 cumulative). This designated fund is for the replacement of Café-related fixed assets in the future. We had planned to start programmed replacement of assets during 2020/2021, but this was postponed to 2021/2022 because of the COVID-19 pandemic.

The charity continues to try to identify and exploit opportunities to develop unrestricted funding, with an emphasis on continuing to diversify the income streams Hebden Bridge Community Association accesses through further developing the charity's contracting and commissioning of services and increasing our fundraised income. The ultimate aim is for Hebden Bridge Community Association to increase the level of commissioned income, corporate income, individual giving and events income and thereby generate sufficient income to maintain our loan repayments due and enable us to deliver a programme of improvements to the old building over the coming years.

Restricted Funds

Restricted funds are funds subject to specific conditions imposed by donors. We aim to minimise the levels of restricted funds, but balances arise due to timing differences between receipt of the income and expenditure on the specified purpose.

Most restricted funds have a relatively short timescale for spending, but these timescales don't always fit neatly into our financial years, so are often unspent funds at the Year End. The ERDF restricted fund operates very differently and will remain on our books for some time.

Principal Funding Sources

The Trustees aim to prioritise applications for grants and other funds to supplement the operational income from the running of the Town Hall over the next 12 months.

During this year the Trustees have maintained an investment of £100,000 cash reserve. This has now reached the end of its initial 12-month interest bearing account and work is ongoing to make our funds work harder in another longer term investment account.

STATEMENT OF TRUSTEES RESPONSIBILITIES

The trustees (who are also the directors of Hebden Bridge Community Association Ltd for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and the United Kingdom Accounting Standards (UK Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will in business.

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Cresswells Accountants (UK) Limited will be proposed for re-appointment at the forthcoming Annual General Meeting.

Approved by order of the board of trustees on 24th March 2022 and signed on its behalf by:

Jane Morris

J Morris – Trustee / Director / Co-Chair

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

Opinion

We have audited the financial statements of Hebden Bridge Community Association Ltd (the 'charitable company') for the year ended 31 August 2021 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Our responsibilities for the audit of the financial statements
We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures include the following:

- we obtained an understanding of the legal and regulatory frameworks applicable to the Company and the sector in which it operates. We determined the following laws and regulations were most significant: The Companies Act 2006, FRS102 and Health and Safety Act.
- we obtained an understanding of how the Company is complying with those legal and regulatory frameworks by making inquiries to the management.
- we assessed the susceptibility of the company's financial statements to material misstatement including how fraud might occur. Audit procedures performed by the audit team included:
- identifying and assessing the design effectiveness of controls management has in place to prevent and detect fraud.
- understanding how those charged with governance considered and addressed the potential of override of controls or other inappropriate influence over the financial reporting process.
- challenging assumptions and judgements made by management in its significant accounting estimates.
- identifying and testing journal entries.
- assessing the extent of compliance with the relevant laws and regulations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Cresswells Accountants (UK) Limited
Chartered Accountants
and Statutory Auditors
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
12 Market Street
Hebden Bridge
West Yorkshire
HX7 6AD

Date: 24/3/22

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies		47,493	51,284	98,777	1,006,718
Charitable activities	2				
Business		9,502	-	9,502	9,224
Fundrasing Events		-	-	-	950
Operational		10,648	-	10,648	16,071
Tenants		181,535	-	181,535	178,766
Community		5,412	-	5,412	20,523
Weddings		8,250	-	8,250	4,916
Total		262,840	51,284	314,124	1,237,168
EXPENDITURE ON					
Charitable activities	3				
Fundraising Events		172	-	172	400
Operational		-	-	-	33,519
Tenants		-	-	-	531
Community		1,851	-	1,851	(75)
Weddings		(23)	-	(23)	-
Operational Unrestricted		228,453	-	228,453	175,389
CMBC - Staying Well From 01.07.16		-	24,929	24,929	30,544
Repairs		7,176	-	7,176	5,260
Refurbishment & Improvements		3,346	-	3,346	10,023
Regular Servicing		24,395	-	24,395	20,405
Tackling Isolation Fund		-	-	-	429
Micro Commissioning TI		-	1,094	1,094	-
Tiss		-	2,441	2,441	1,741
HRTC Feasibility Fund		-	-	-	3,750
Active Calderdale		-	2,008	2,008	-
Other Restricted		-	300	300	-
Total		265,370	30,772	296,142	281,916
NET INCOME		(2,530)	20,512	17,982	955,252
RECONCILIATION OF FUNDS					
Total funds brought forward		2,302,586	1,028,415	3,331,001	2,375,749
TOTAL FUNDS CARRIED FORWARD		2,300,056	1,048,927	3,348,983	3,331,001

The notes form part of these financial statements

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

BALANCE SHEET
31 AUGUST 2021

	Notes	Unrestricted funds £	Restricted funds £	2021 Total funds £	2020 Total funds £
FIXED ASSETS					
Tangible assets	8	2,724,651	1,012,594	3,737,245	3,745,941
Investments	9	1	-	1	1
		2,724,652	1,012,594	3,737,246	3,745,942
CURRENT ASSETS					
Debtors	10	63,191	-	63,191	54,714
Cash at bank and in hand		239,579	36,333	275,912	247,951
		302,770	36,333	339,103	302,665
CREDITORS					
Amounts falling due within one year	11	(140,223)	-	(140,223)	(113,320)
NET CURRENT ASSETS		162,547	36,333	198,880	189,345
TOTAL ASSETS LESS CURRENT LIABILITIES		2,887,199	1,048,927	3,936,126	3,935,287
CREDITORS					
Amounts falling due after more than one year	12	(587,143)	-	(587,143)	(604,286)
NET ASSETS		2,300,056	1,048,927	3,348,983	3,331,001
FUNDS	14				
Unrestricted funds				2,300,056	2,302,586
Restricted funds				1,048,927	1,028,415
TOTAL FUNDS				3,348,983	3,331,001

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 August 2021.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for
(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each 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 financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 145 of the Charities Act 2011.

The notes form part of these financial statements

BALANCE SHEET - continued
31 AUGUST 2021

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

The financial statements were approved by the Board of Trustees and authorised for issue on ..... 24th March 2022 ..... and were signed on its behalf by:

.....
J Morris – Trustee / Director / Co-Chair

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

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Long leasehold	- over the term of the lease
Fixtures and fittings	- 25% on cost
Computer equipment	- 25% on cost

Taxation
The charity is exempt from corporation tax on its charitable activities.

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

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Social investments loans
All loans deemed as social investment loans are initially recognised and measured at the amount received or paid, with the carrying amount adjusted in subsequent years to reflect repayments, any accrued interest and adjusted if necessary for any impairment.

2. INCOME FROM CHARITABLE ACTIVITIES

	Tenants	Business	Community	Weddings
	£	£	£	£
Rental income & room hire	172,644	9,492	4,412	8,250
Recharge of facilities	8,846	10	-	-
Other income	45	-	1,000	-
	181,535	9,502	5,412	8,250

	Fundraising	Operational	2021	2020
	£	£	£	£
Rental income & room hire	-	314	195,112	204,867
Recharge of facilities	-	2,168	11,024	10,713
Other income	-	8,166	9,211	14,870
	-	10,648	215,347	230,450

3. CHARITABLE ACTIVITIES COSTS

Direct costs

	Staying Well	Other - Restricted	Operational	TISS
	£	£	£	£
Staff costs	17,880	-	101,400	-
Building - Utilities	-	-	28,774	-
- Maintenance	8	300	27,291	75
General expenses	7,041	-	32,272	2,336
Catering and bar expenses	-	-	-	-
Computer expenses	-	-	19,846	-
Bank charges and interest	-	-	15,356	-
Depreciation	-	-	40,431	-
	24,929	300	265,370	2,441

	Active Calderdale	Micro-commissioning	2021	2020
	£	£	£	£
Staff costs	1,500	-	120,780	122,465
Building - Utilities	-	-	28,774	28,411
- Maintenance	-	-	27,674	22,827
General expenses	508	1,094	43,281	49,311
Catering and bar expenses	-	-	-	-
Computer expenses	-	-	19,846	19,972
Bank charges and interest	-	-	15,356	1,223
Depreciation	-	-	40,431	37,707
	2,008	1,094	296,142	281,916

4. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2021	2020
	£	£
Auditors' remuneration	6,043	3,049
Depreciation - owned assets	40,431	37,707

5. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2021 nor for the year ended 31 August 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 August 2021 nor for the year ended 31 August 2020.

6. STAFF COSTS

The average monthly number of employees during the year was as follows:

	2021	2020
Catering	8	11
Cleaning	2	2
Administration	7	8
	17	21

No employees received emoluments in excess of £60,000.

The Remuneration of the executive director (who is neither a board member or trustee) was £33,695 (2020 £33,219).

Circa £72K of staff costs were incurred in reflection to the subsidiary company and as such these costs have been transferred to the subsidiary.

7. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	967,015	39,703	1,006,718
Charitable activities			
Business	9,224	-	9,224
Fundrasing Events	950	-	950
Operational	16,071	-	16,071
Tenants	178,766	-	178,766
Community	20,523	-	20,523
Weddings	4,916	-	4,916
Total	1,197,465	39,703	1,237,168

The notes form part of these financial statements

7. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Total funds £
EXPENDITURE ON			
Charitable activities			
Fundraising Events	400	-	400
Operational	33,519	-	33,519
Tenants	531	-	531
Community	(75)	-	(75)
Operational Unrestricted	175,389	-	175,389
CMBC - Staying Well From 01.07.16	6,303	24,241	30,544
Repairs	5,260	-	5,260
Refurbishment & Improvements	10,023	-	10,023
Regular Servicing	20,405	-	20,405
Tackling Isolation Fund	-	429	429
Tiss	-	1,741	1,741
HRTC Feasibility Fund	-	3,750	3,750
Total	251,755	30,161	281,916
NET INCOME	945,710	9,542	955,252
RECONCILIATION OF FUNDS			
Total funds brought forward	1,356,876	1,018,873	2,375,749
TOTAL FUNDS CARRIED FORWARD	2,302,586	1,028,415	3,331,001

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 AUGUST 2021

8. TANGIBLE FIXED ASSETS

	Long leasehold £	Fixtures and fittings £	Computer equipment £	Totals £
COST				
At 1 September 2020	3,981,182	146,077	58,007	4,185,266
Additions	16,690	6,962	8,083	31,735
At 31 August 2021	3,997,872	153,039	66,090	4,217,001
DEPRECIATION				
At 1 September 2020	258,418	129,912	50,995	439,325
Charge for year	32,816	4,196	3,419	40,431
At 31 August 2021	291,234	134,108	54,414	479,756
NET BOOK VALUE				
At 31 August 2021	3,706,638	18,931	11,676	3,737,245
At 31 August 2020	3,722,764	16,165	7,012	3,745,941

9. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
MARKET VALUE	
At 1 September 2020 and 31 August 2021	1
NET BOOK VALUE	
At 31 August 2021	1
At 31 August 2020	1

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies include the following:

The Town Hall Cafe Limited
Registered office: Hebden Bridge, Town Hall, St George Street, Hebden Bridge, HX7 7BY
Nature of business: Cafe

Class of share:	% holding
Ordinary	100

	2021 £	2020 £
Aggregate capital and reserves	18,862	(2,388)
Profit/(loss) for the year	21,250	(1,446)

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 AUGUST 2021

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade debtors	52,881	29,437
Amounts owed by group undertakings	6,101	7,833
Other debtors	10	810
VAT	-	169
Prepayments and accrued income	4,199	16,465
	63,191	54,714

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Other loans (see note 13)	17,143	32,143
Trade creditors	(4,358)	6,705
Social security and other taxes	2,053	1,505
VAT	7,962	-
Other creditors	4,833	1,643
Accruals and deferred income	112,590	71,324
	140,223	113,320

12. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2021	2020
	£	£
Other loans (see note 13)	587,143	604,286

The notes form part of these financial statements

13. LOANS

An analysis of the maturity of loans is given below:

	2021 £	2020 £
Amounts falling due within one year on demand:		
Calderdale MBC <1 yr	-	15,000
Calderdale MBC loan	17,143	17,143
	17,143	32,143
Amounts falling between one and two years:		
Calderdale MBC loan	17,143	17,143
Amounts falling due between two and five years:		
Calderdale MBC	15,000	15,000
Calderdale MBC loan	51,429	51,429
	66,429	66,429
Amounts falling due in more than five years:		
Repayable by instalments:		
Calderdale > 5yrs	15,000	15,000
Calderdale MBC loan	488,571	505,714
	503,571	520,714

The notes form part of these financial statements

14. MOVEMENT IN FUNDS

	At 1.9.20 £	Net movement in funds £	Transfers between funds £	At 31.8.21 £
Unrestricted funds				
General fund	1,827,670	(2,530)	2,123	1,827,263
Designated fund	427,793	-	-	427,793
Flood 2015	10,967	-	(10,967)	-
Flood Fund	11,000	-	4,000	15,000
Property Reserve	25,156	-	4,844	30,000
	2,302,586	(2,530)	-	2,300,056
Restricted funds				
ERDF	1,012,594	-	-	1,012,594
CMBC - Staying Well	1,050	901	-	1,951
Flood	3,740	-	-	3,740
Flood Stories	326	-	-	326
Co-Op Funds	1,959	-	-	1,959
Access Grant	1,942	-	-	1,942
Harnessing Power of Communities	1,500	-	-	1,500
Tiss	2,804	12,611	-	15,415
Business Recovery Grant	2,500	-	-	2,500
Other Restricted	-	7,000	-	7,000
	1,028,415	20,512	-	1,048,927
TOTAL FUNDS	3,331,001	17,982	-	3,348,983

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	262,840	(265,370)	(2,530)
Restricted funds			
CMBC - Staying Well	25,830	(24,929)	901
Micro Commissioning HPC	799	(799)	-
Micro Commissioning TI	295	(295)	-
Tiss	15,052	(2,441)	12,611
Active Calderdale	2,008	(2,008)	-
Other Restricted	7,300	(300)	7,000
	51,284	(30,772)	20,512
TOTAL FUNDS	314,124	(296,142)	17,982

The notes form part of these financial statements

14. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.9.19 £	Net movement in funds £	At 31.8.20 £
Unrestricted funds			
General fund	881,960	945,710	1,827,670
Designated fund	427,793	-	427,793
Flood 2015	10,967	-	10,967
Flood Fund	11,000	-	11,000
Property Reserve	25,156	-	25,156
	1,356,876	945,710	2,302,586
Restricted funds			
ERDF	1,012,594	-	1,012,594
CMBC - Staying Well	1,052	(2)	1,050
Flood	-	3,740	3,740
Flood Stories	326	-	326
Co-Op Funds	1,959	-	1,959
Access Grant	1,942	-	1,942
Harnessing Power of Communities	1,000	500	1,500
Tiss	-	2,804	2,804
Business Recovery Grant	-	2,500	2,500
	1,018,873	9,542	1,028,415
TOTAL FUNDS	2,375,749	955,252	3,331,001

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,197,465	(251,755)	945,710
Restricted funds			
CMBC - Staying Well	24,239	(24,241)	(2)
Flood	3,740	-	3,740
Tackling Isolation Fund	429	(429)	-
Harnessing Power of Communities	500	-	500
HRTC Feasibility Study	3,750	(3,750)	-
Tiss	4,545	(1,741)	2,804
Business Recovery Grant	2,500	-	2,500
	39,703	(30,161)	9,542
TOTAL FUNDS	1,237,168	(281,916)	955,252

The notes form part of these financial statements

14. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.9.19 £	Net movement in funds £	Transfers between funds £	At 31.8.21 £
Unrestricted funds				
General fund	881,960	943,180	2,123	1,827,263
Designated fund	427,793	-	-	427,793
Flood 2015	10,967	-	(10,967)	-
Flood Fund	11,000	-	4,000	15,000
Property Reserve	25,156	-	4,844	30,000
	1,356,876	943,180	-	2,300,056
Restricted funds				
ERDF	1,012,594	-	-	1,012,594
CMBC - Staying Well	1,052	899	-	1,951
Flood	-	3,740	-	3,740
Flood Stories	326	-	-	326
Co-Op Funds	1,959	-	-	1,959
Access Grant	1,942	-	-	1,942
Harnessing Power of Communities	1,000	500	-	1,500
Tiss	-	15,415	-	15,415
Business Recovery Grant	-	2,500	-	2,500
Other Restricted	-	7,000	-	7,000
	1,018,873	30,054	-	1,048,927
TOTAL FUNDS	2,375,749	973,234	-	3,348,983

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,460,305	(517,125)	943,180
Restricted funds			
CMBC - Staying Well	50,069	(49,170)	899
Flood	3,740	-	3,740
Tackling Isolation Fund	429	(429)	-
Harnessing Power of Communities	500	-	500
Micro Commissioning HPC	799	(799)	-
Micro Commissioning TI	295	(295)	-
HRTC Feasibility Study	3,750	(3,750)	-
Tiss	19,597	(4,182)	15,415
Business Recovery Grant	2,500	-	2,500
Active Calderdale	2,008	(2,008)	-
Other Restricted	7,300	(300)	7,000
	90,987	(60,933)	30,054

The notes form part of these financial statements

TOTAL FUNDS	1,551,292	(578,058)	973,234

Designated fund
In 2010 the leasehold building known as Hebden Bridge Town Hall was gifted to the charity by CMBC the value of the gift in 2010 was £450,000.

Flood Fund
This fund has been designated to ensure that the association can met any uninsured costs incurred by future floods.

Property Reserve
This fund has been designated to allow for future replacement costs to buildings, plant equipment and fixtures.

ERDF
Is represented by grants received in order to aid the building of the extension to the town hall.

CMBC Staying Well
The Staying Well scheme is a universal adult service focussed on engaging vulnerable people with community solutions to reduce demand on more acute health & social care services. The grants given are for the administration of this scheme within the Upper Calder Valley.

Flood Stories
This is a grant from Community Foundation for Calderdale which was given to tell stories about the flood including the Waving not Drowning Film, Flood Stories for the Map Chair and to tell HBCA's own story.

Included in the unrestricted funds is a designated fund of £326 (2020 £326)

15. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 August 2021.

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2021

	2021 £	2020 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	1,546	2,549
Grants	97,231	1,004,169
	98,777	1,006,718
Charitable activities		
General	207,811	221,180
Other income	7,536	9,270
	215,347	230,450
Total incoming resources	314,124	1,237,168
EXPENDITURE		
Charitable activities		
Wages	112,818	96,186
Social security	3,892	3,838
Pensions	4,070	4,117
Rates and water	2,301	1,248
Insurance	13,724	12,388
Light and heat	26,473	27,483
Telephone	501	450
Postage and stationery	1,073	1,046
Advertising	4,910	1,928
Sundries	1,455	877
Repairs & maintenance	20,278	24,377
Cleaning	7,396	6,810
Computer repairs & maintenance	19,846	19,972
Licences	1,005	1,792
Room hire	2,442	2,305
Subscriptions	1,004	730
Employee & volunteer expenses	57	612
Employee training	424	1,543
Bank & paypal charges	2,751	1,223
Long leasehold	32,815	32,709
Improvements to property	4,197	2,731
Computer equipment	3,419	2,267
	266,851	246,632
Support costs		
Management		
Bank loan interest	12,605	6,303
Governance costs		
Auditors' remuneration	6,043	3,049
Carried forward	6,043	3,049

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2021

	2021 £	2020 £
Governance costs		
Brought forward	6,043	3,049
Accountancy & bookkeeping fees	10,643	9,782
Legal fees	-	16,150
	16,686	28,981
Total resources expended	296,142	281,916
Net income	17,982	955,252